

## Impact of Senior Management's Sources of Power on The Strategic Choice: A Case Study of The Top Management of Royal Jordanian Airlines-Plc

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### Abstract

*This study investigates the impact of senior management's sources of power on strategic choice in Royal Jordanian Airlines-PLC. It adopts a qualitative case study approach, using in-depth interviews and document analysis to collect data from senior managers. It also employs descriptive statistics to analyze the data.*

*The study identifies four power sources: structural strength, ownership, experience, and prestige. It analyzes how these power sources interact and influence strategic choice processes and outcomes. It examines three types of strategic choices: cost leadership, differentiation, and focus.*

*The findings reveal that structural strength is a weak power source due to needing more specific skills and talents for work success. Ownership is also a common power source, as the management has no ownership stake in the company. Experience is a vital power source, enabling managers to use and manage the company's finances effectively. Prestige is another influential power source as it enhances the managers' reputation and credibility.*

*The study concludes that senior management's power sources significantly impact strategic choice in Royal Jordanian Airlines-PLC. It recommends that managers should align their strategic decisions with the company's future goals, recognize that differentiation does not mean competing in all aspects, and foster a culture of innovation and creativity among employees.*

**Keywords:** *senior management, sources of power, strategic choice, Royal Jordanian Airlines-PLC, aviation industry.*

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## **Introduction**

In today's rapidly changing and highly competitive business environment, the strategic choices made by senior managers can significantly impact the success or failure of organizations. These senior managers, as critical decision-makers, often wield various sources of power that can influence their strategic choices. Understanding the impact of these energy sources on strategic decisions is crucial for organizations, particularly in the aviation industry, which is characterized by intense competition, regulatory challenges, and evolving customer preferences.

A growing body of literature highlights the role of power in strategic choices, identifying various sources of power that senior managers can utilize, such as legitimate, expert, information, and referent power (Dunphy, 1990). These power sources can shape strategic choices by influencing decision-making processes, priorities, and outcomes (Pfeffer, 1981).

The power sources available to senior managers include structural strength, ownership, experience, and prestige (Dunphy, 1990). Structural strength refers to senior managers' formal position and authority within the organizational structure. Ownership refers to the extent of ownership stake or control held by senior managers in the organization (Al-Sarayreh, 2018). Experience pertains to senior managers' knowledge, skills, and expertise. Prestige refers to senior managers' reputation, status, and influence within and outside the organization.

Strategic choice is a critical process in organizations as it determines the direction and success of their efforts (Finkelstein & Hambrick, 1996). One key factor influencing strategic choice is the power dynamics among senior management, as they hold significant authority and influence in shaping organizational strategies (Pfeffer, 1981). Senior managers often rely on various power sources to assert their influence and make strategic choices that align with their interests and objectives (French J.R.P., 1959).

The concepts of cost leadership, differentiation, and focus strategies are well-established in the strategic management literature (Porter, 1980). The cost leadership strategy focuses on achieving cost efficiency and providing products or services at a lower cost than competitors. The differentiation strategy aims to create unique and superior products or services that customers perceive as valuable. Focus strategy involves targeting a specific market segment or niche with customized products or services.

The aviation industry, characterized by intense competition and dynamic market conditions, requires senior managers to make strategic choices that enable airlines to gain a competitive advantage and achieve sustainable performance (Morrison, 2018). Royal Jordanian Airlines-PLC, a prominent airline in the Middle East, has faced numerous challenges in recent years, including increased competition from low-cost carriers, geopolitical instability in the region, and changing customer preferences. The strategic choices made by the top management of Royal Jordanian Airlines-PLC, including cost leadership, differentiation, and focus, are crucial for the airline's success in the market. However, the specific impact of senior management's sources of power on these strategic choices still needs to be explored in the literature.

In conclusion, strategic choices made by senior managers play a crucial role in the success or failure of organizations, particularly in the aviation industry.

Understanding the impact of senior management's sources of power on strategic choices is essential for organizations operating in this industry, and this study aims to address the gap in the literature by investigating the relationship between senior management's sources of power and strategic choice at Royal Jordanian Airlines-PLC using a qualitative case study approach. The study will gather data through interviews with senior managers and document analysis. The findings are expected to contribute to the existing literature

and provide practical insights for senior managers and policymakers in the airline industry.

The study's Problem:

Despite the importance of strategic choice in shaping an organization's direction, little research has examined the role of senior management's power sources in influencing strategic decision-making processes. Specifically, the impact of various sources of power possessed by senior management on the strategic choices made by organizations still needs to be studied.

This study employs a qualitative case study approach to investigate the impact of senior management's sources of power on strategic choice at Royal Jordanian Airlines-PLC. The case study method allows for an in-depth exploration of the contextual factors and unique dynamics of power and strategic decision-making in the airline industry.

Therefore, this case study aims to investigate the influence of senior management's sources of power on strategic choice in the context of Royal Jordanian Airlines-Plc, a leading airline company in the Middle East.

By exploring the sources of power wielded by the top management of Royal Jordanian Airlines-Plc and their impact on strategic decision-making, this study seeks to contribute to the literature on strategic management, organizational behavior, and aviation management by providing insights into the relationship between power dynamics and strategic choices in a real-world business setting.

The study's questions:

Following are the study questions that have been used to investigate the impact of senior management's sources of power on strategic choice in the context of Royal Jordanian Airlines-Plc:

1. What are the primary sources of power possessed by the top management of Royal Jordanian Airlines-Plc?
2. What is the perceived impact of senior management's sources of power on the strategic choices made by Royal Jordanian Airlines-Plc, as perceived by employees and other stakeholders?
3. To what extent do senior managers at Royal Jordanian Airlines-Plc rely on various sources of power, such as legitimate power, expert power, referent power, reward power, and coercive power, in strategic decision-making processes?
4. What are the implications of senior management's sources of power on aligning strategic choices with organizational goals and objectives at Royal Jordanian Airlines-Plc?
5. What are the potential ethical considerations associated with senior management using diverse sources of power in strategic decision-making at Royal Jordanian Airlines-Plc?

The study's objectives:

1. To identify and analyze the primary sources of power possessed by the top management of Royal Jordanian Airlines-Plc.
2. To investigate how senior managers at Royal Jordanian Airlines-Plc use their sources of power in strategic decision-making processes.
3. To explore the strategic choices made by Royal Jordanian Airlines-Plc in the past and examine how senior management's power sources influence these choices.

4. To examine the extent to which senior managers at Royal Jordanian Airlines-Plc rely on various sources of power, such as legitimate power, expert power, referent power, reward power, and coercive power, in strategic decision-making processes.
5. To investigate how senior managers at Royal Jordanian Airlines-Plc navigate power dynamics and conflicts of interest in strategic decision-making processes.
6. To evaluate the implications of senior management's sources of power on aligning strategic choices with organizational goals and objectives at Royal Jordanian Airlines-Plc.
7. To compare and contrast the use of sources of power and their impact on strategic choices among distinct levels of senior management (e.g., CEO, department heads,...) at Royal Jordanian Airlines-Plc.

The study's significance:

The impact of senior management's sources of power on strategic choice is a critical area of study, particularly in the context of organizations such as Royal Jordanian Airlines-Plc. As an airline company operating in a highly competitive and dynamic industry, strategic decision-making plays a pivotal role in its success and sustainability. Understanding how senior management's power sources influence strategic choices is crucial for comprehending the dynamics of organizational decision-making and its consequences on performance and outcomes.

Firstly, studying the importance of senior management's power sources in strategic choice in Royal Jordanian Airlines-Plc can shed light on how power dynamics among top executives shape the decision-making process. Senior managers often hold diverse sources of power, such as legitimate power, expert power, referent power, reward power, and coercive power, which can impact strategic choices. For instance, a CEO with legitimate high power may considerably influence strategic decisions under their formal position in the organization. In contrast, senior managers with expert power may shape strategic choices through their knowledge and expertise in operations or finance. Understanding how these various sources of power interact and affect strategic choices can provide insights into power dynamics within the organization and how it influences strategic decision-making.

Secondly, studying the impact of senior management's sources of power on strategic choice can also highlight the role of power in aligning strategic choices with the overall goals and objectives of the organization. In Royal Jordanian Airlines-Plc, strategic choices related to route expansion, fleet acquisition, and customer service, among others, have significant implications for the company's competitive positioning and financial performance. Senior managers with various sources of power may have varying interests and priorities, which can influence the strategic choices they advocate for or support. For example, a senior manager with reward power may prioritize short-term financial gains, while a senior manager with referent power may emphasize long-term customer satisfaction. Understanding how senior management's sources of power influence strategic choices can provide insights into how power dynamics shape the alignment of strategic choices with the organization's overall objectives.

Thirdly, studying the importance of senior management's power sources on strategic choice in Royal Jordanian Airlines-Plc can also help identify potential ethical implications of strategic decision-making. Power can be used for both positive and negative purposes, and senior managers with various power sources may use it to further their interests, sometimes at the expense of ethical considerations. For instance, a senior manager with coercive power may exert undue influence on strategic choices by using fear or intimidation, leading to decisions that may not be in the organization's or its stakeholders' best interest. Understanding how senior management's sources of power can

impact strategic choices can raise awareness about potential ethical challenges and guide organizations in developing ethical decision-making processes and practices.

Lastly, understanding the impact of senior management's sources of power on strategic choice can also have practical implications for organizations like Royal Jordanian Airlines-Plc regarding leadership development, organizational culture, and decision-making processes. Organizations can use the findings from such studies to develop training programs that focus on cultivating ethical and practical leadership behaviors and create a positive organizational culture that encourages open and inclusive decision-making processes. Furthermore, understanding the impact of senior management's sources of power on strategic choice can also inform the design of governance mechanisms, such as board composition and executive compensation, to ensure that power is distributed and exercised in a balanced and accountable manner.

In conclusion, studying the importance of senior management's sources of power on strategic choice in Royal Jordanian Airlines-Plc has significant implications for understanding the dynamics of organizational decision-making, the alignment of strategic decisions with organizational goals, ethical considerations, and practical implications for leadership development and corporate culture. Such research can provide valuable insights for organizations operating in competitive industries like the airline sector, helping them make informed decisions and navigate the complexities of strategic decision-making. By understanding how senior management's sources of power influence strategic choices, organizations can enhance their strategic decision-making processes, mitigate potential ethical risks, and foster effective leadership behaviors. That can contribute to the overall performance and success of the organization, including improved competitive positioning, financial outcomes, and stakeholder satisfaction.

Furthermore, the findings from studies on the impact of senior management's sources of power on strategic choice in Royal Jordanian Airlines-Plc can also contribute to the academic literature on organizational behavior, leadership, and strategic management. This research can add to the theoretical understanding of how power dynamics shape strategic decision-making processes and outcomes and can provide insights for future research in other industries or contexts. It can also contribute to the growing body of literature on the role of ethics in strategic decision-making, highlighting the ethical implications of power dynamics and providing recommendations for ethical decision-making practices in organizations.

The Study's Hypotheses:

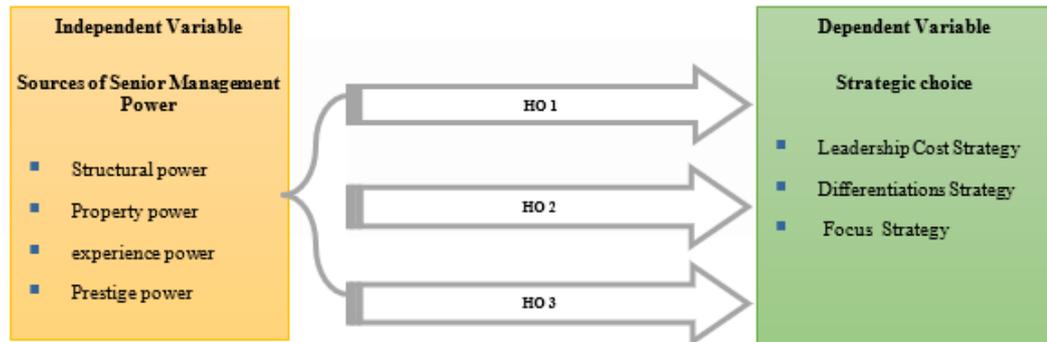
Based on the Literature Review, some hypotheses are developed to describe the relationships between Senior Management's Sources of Power on The Strategic Choice in Royal Jordanian Airlines-Plc. These hypotheses can guide the empirical investigation and help evaluate the relationships between various sources of managerial power, Strategic Choice, and Strategic decision-making factors in the context of Royal Jordanian Airlines-Plc.

Therefore, the following hypotheses are set forth for this study:

1. Hypothesis 1: There is no statistically significant effect of Senior management's Sources of power in its dimensions (Structural power, Property power, experience power, Prestige power) on the Strategic choice in its sizes (leadership cost Strategy, differentiations Strategy, Focus Strategy) among the top management of Royal Jordanian Airlines-Plc at the level of ( $\alpha \leq 0.05$ ) in the research sample.
2. Hypothesis 2: There is no statistically significant effect between senior management's sources of power (structural power, property power, experience power, Prestige power) and leadership cost strategy among the top management of Royal Jordanian Airlines-Plc at the level of  $\alpha \leq 0.05$  in the research sample.

3. Hypothesis 3: There is no statistically significant effect between senior management's sources of power (structural power, property power, experience power, Prestige power) and differentiation strategy among the top management of Royal Jordanian Airlines-Plc at the level of  $\alpha \leq 0.05$  in the research sample.

The Study's Hypothetical Model:



Source: The following references were used to identify model variables: independent variable: (French J.R.P., 1959). dependent variable (Aldemir, 2021).

### The Literature Review:

The impact of senior management's sources of power on strategic choice has been a topic of significant scholarly interest in organizational behavior and strategic direction. Assorted studies have explored the role of power dynamics in shaping strategic decision-making processes and outcomes, particularly in the context of organizations like Royal Jordanian Airlines-Plc operating in the competitive airline industry. Here, we review relevant literature that sheds light on the importance of senior management's sources of power on strategic choice and its implications for organizational decision-making, leadership, ethics, and governance.

The concept of power in strategic management has been extensively studied in the literature. According to French and Raven's (1959) seminal work, power can be classified into five sources: legitimate power, reward power, coercive power, referent power, and expert power. Legitimate power refers to power derived from formal authority; reward power is based on the ability to provide incentives; coercive power is derived from the ability to impose penalties; referent power is based on personal relationships and charisma; and expert power is derived from knowledge and expertise. These power sources can influence strategic choice by shaping the decision-making process and the outcomes of strategic decisions.

Additionally, strategic management literature has also explored other sources of power, such as information, network, and resource. Information power is the ability to control and manipulate data; network power is derived from a manager's relationships and networks. Resource power is based on managing critical organizational resources such as capital, technology, and human capital. These power sources can also play a significant role in shaping strategic choices.

The literature on strategic management and organizational behavior provides insights into the concept of power and its impact on decision-making processes (Al-Sarayreh & Shamaileh, 2022). Power is defined as the ability to influence others' behavior, and it can be derived from various sources, including legitimate power, expert power, information power, and referent power (Hinkin et al., 1989), (French et al., 1959). Legitimate power is derived from one's formal position or authority within an organization, while expert power is based on one's knowledge, skills, and expertise. Information power arises from

the control of critical information, and referent power stems from personal relationships and networks.

Previous studies have highlighted the significance of senior management's sources of power in shaping organizational strategic choices. For example, Pfeffer (1981) argued that senior managers use their sources of power to influence strategic decisions and gain support for their preferred choices. Hambrick and Finkelstein (1987) emphasized the role of top management's power in the strategic decision-making process, highlighting how various power sources can interact and influence outcomes.

Additionally, the literature has emphasized the contextual nature of power, as power dynamics can vary in different organizational settings and industries (Dunphy & Stace, 1990). The aviation industry, in particular, has unique characteristics, including intense competition, regulatory challenges, and complex stakeholder relationships, which can impact senior management's power sources and strategic decision-making.

### **The Study's Methodology:**

The following methodology used for the study:

1. **Research Design:** To address this gap in the literature, this study adopts a qualitative approach to investigate the impact of senior management's sources of power on strategic choice at Royal Jordanian Airlines-PLC. In-depth interviews will be conducted with senior managers at the airline. The interviews will be semi-structured, allowing for open-ended questions and probing to gather rich and detailed data on senior managers' sources of power, their perceptions of the strategic decision-making process, and the influence of their sources of power on strategic choices.
2. **Population and Sample:** The study sample will consist of the top management of the airline, including the CEO, COO, CFO, and other senior executives at Royal Jordanian Airlines-Plc. This study aimed to determine what members of the study sample thought about the influence of senior management's sources of power on strategic decisions at RJ Corporation. It did not include severe responses and others whose answers needed to be completed, so it was ignored, and the number of ignored questionnaires reached three, bringing the total number of legitimate forms for conducting the study to thirty.
3. **Data Collection:** Data will be collected through in-depth interviews with the top management of RJ. The interviews will be semi-structured, and the participants will be asked about their sources of power, their strategic choices, and the factors that have influenced their decision-making process. Additionally, relevant documents, such as strategic plans, annual reports, and organizational charts, will be analyzed to provide further insights into the strategic choices made by the top management.
4. **Variables and Measures:** The study will examine the following variables:
  - Independent Variable: Senior management sources of power
  - Moderator Variable: strategic choice
5. **Data Analysis:** The collected data will be analyzed using thematic analysis, which involves identifying patterns, themes, and relationships in the data. The analysis will be conducted iteratively, with constant comparison and cross-validation of findings to ensure rigor and validity. Citations and references from contemporary academic literature will be used to support and validate the findings. Thematic analysis will be employed to analyze the data and identify patterns and themes, which involve identifying patterns, themes, and relationships in the data. The analysis will be conducted iteratively, with constant comparison and cross-validation of findings to ensure rigor and validity. Citations and

references from contemporary academic literature will be used to support and validate the findings.

6. **Ethical Considerations** The study will prioritize ethical considerations, such as obtaining informed consent from study participants, ensuring the privacy and confidentiality of the data collected, and minimizing potential harm to participants. The study will also comply with relevant ethical guidelines and regulations.

7. **Reliability test:** Cronbach's alpha assessed the degree of agreement among respondents' replies to questionnaire items (internal consistency). While Cronbach's alpha value for all questionnaire questions was 83.4% (53 items, 30 questionnaires), this is an exceptional proportion that is greater than the recommended percentage of 60%. Cronbach's alpha was 87.7% (40 items, 30 surveys) for the managers' strength items, which is a good proportion because it is greater than the recommended rate of 60%. Cronbach's alpha was 66.2% for the strategic choice items (13 items, 30 surveys), which is an excellent proportion because it is higher than the recommended percentage of 60%.

The study's Limitations:

1. **Spatial boundaries:** The study is limited to Jordan and may not be generalizable to other countries or regions with diverse cultural and economic contexts. Therefore, caution should be taken when applying the study findings to other settings.

2. **Time limits:** The study is conducted within a specific period (During the academic year 2023- 2024), which may not reflect the long-term impact of entrepreneurial competencies on the success of startup companies. Additionally, the study may need to capture the changes that may occur in the competitive landscape and the regulatory framework over time. Therefore, future research should consider the temporal dimension of managerial sources of power and the need for longitudinal studies to track the evolution of strategic choices over time.

3. **Human limits:** The study will be applied to the top management level specialized in working in the aviation industry in Jordan. The study findings may be influenced by the biases or limitations of the participants, such as their level of self-awareness or willingness to disclose sensitive information. Future research can consider increasing the sample size and incorporating methods to reduce biases, such as anonymous surveys or independent assessments.

4. **Scientific objective limits:** The study focused on analyzing the impact of the function of the independent variable (senior management's sources of power) in achieving the dependent variable (strategic choice). However, it may need to capture various factors contributing to strategic choices. Therefore, future research should consider a broader set of variables to provide a more comprehensive understanding of the determinants of strategic choice.

### **Theoretical Framework:**

This study is grounded in strategic management and organizational behavior theoretical frameworks. The strategic management perspective provides insights into how organizations make strategic choices to achieve competitive advantage and sustain performance (Barney, 1991; Porter, 1996). The organizational behavior perspective focuses on the individual and group behavior within organizations, including the exercise of power and influence by senior managers (Pfeffer, 1981). The integration of these perspectives allows for a comprehensive understanding of how senior management's sources of power impact strategic choice in the context of Royal Jordanian Airlines.

### Concept of power:

Power is defined as an individual's ability to force the other party to do what he wants, and power represents a type of social relations structure that occurs within the organization's framework. However, this structure does not appear as clearly in the organizational structure as in power, which is an integral part of it (vidana pathirana, 2016).

Power is a social term that cannot be practiced in isolation from others, as it requires complementary connections and dependability between the parties since each party may influence the other party, and each party can inhibit the other party based on freedom and willingness to respond (Harold et al., 2019).

Table (1): The arithmetic means and standard deviations of the estimated study sample of the questionnaire items on the strength of managers are arranged in descending order of importance.

Number	Shareholder Strength	Arithmetic Means	Standard Deviation	Significance Level
1	The percentage of what I own from the shares of the company is considered more significant compared to what other managers own	3.13	1.64	Medium
7	There is a great kinship between me and other managers in the same company	2.3	1.23	Low
2	The percentage of what my wife owns from the company's shares is more significant than what the other managers' wives own	2.03	1.56	Low
6	The kinship relationship that binds me to one of the founders of the company is great	1.7	0.72	Very Low
3	The percentage of the company's shares owned by my children is more significant than what is owned by the children of other managers	1.57	1.25	Very Low
5	The percentage of what my adult children, my father, mother, and siblings own from the company's shares is more significant than what the other managers own.	1.43	1.02	Very Low
4	What my wife and I and my minor children own from the shares of the company is considered to be greater than what other managers own	1.33	0.91	Very Low
Field Average		1.93	1.02	Low

Table (1) shows the following:

The arithmetic average of royal power, in general, is (1.93), which indicates low importance for this field. Table 8 shows that the resolution paragraph 1 has a medium level of importance, as its arithmetic average was from (3.00 - less than 3.5), while sections (7, 2) were at a low level of significance with an arithmetic average of (3.00, 2.00), while the rest of the paragraphs were at a low level of importance and the level of semantics for those paragraphs reached (less than 2.00). Consequently, there is no royal power enjoyed by managers.

Table (2): Arithmetic averages and standard deviations of the estimates of the study sample members for the paragraphs of the questionnaire for the strength of managers have been arranged in descending order of importance.

Number	The Power of Ownership	Arithmetic mean	Standard deviation	Level of importance
2	My job focuses on ways to use and employ the company's money.	4.27	0.74	Very high
1	My job is to search for different sources of funds for the company.	4.1	1.27	Very high
12	I have much experience in companies outside Jordan.	3.77	0.90	High
3	My job is concerned with the administrative processes in the company and outside it.	3.7	0.89	High
11	Extend my experience to work in different areas within Jordan.	3.5	0.89	High
10	My experience depends on working in the company's branches inside Jordan.	3.33	0.91	High
4	My job involves doing several activities.	3.3	0.87	High
8	I practiced many jobs (in the departments, divisions, and branches) in the company.	3.13	0.98	Medium
6	The functional fields I practiced in the company are characterized by their diversity and differences.	3.1	0.82	Medium
9	I have much experience in companies in Jordan.	3	1.07	Medium
5	I have worked in multiple functional areas (deposit loans) in the company and outside.	2.90	0.76	Medium
7	The companies in which I worked are characterized by diversity (commercial, Islamic, specialized)	2.87	0.88	Medium
	Field Average	2.72	0.915	High

Table (2) shows the following:

The arithmetic average of the strength of experience, in general, was (2.72), which indicates high importance for this field. Table (9) shows that the paragraphs of the questionnaire (1,2) have a very high level of importance, as their arithmetic average was more elevated than (4.00), while the sections (4, 10, 11, 3, 12) were at a high level of importance with an arithmetic average (3.30 -4.00), or the paragraphs (7, 5, 9, 6, 8) were at an average level of importance and the level of significance for those paragraphs reached (2.5 less than 3.30).

Table (3): The arithmetic means and standard deviations of the estimates of the study sample for the questionnaire items for the managers' strength have been arranged in descending order of importance.

Number	The power of experience	Arithmetic Means	Standard deviation	Importance level
2	Membership in the board of directors of other companies	4.27	0.53	Very high
1	I have the status of membership in more than one board of directors in this company and for several roles	4.23	0.81	Very high
3	I have the status of membership on the board of directors of other companies	3.53	0.94	High
5	I have membership on the boards of directors of other companies whose share values are increasing	3.5	0.95	High
4	In addition to my job, I am a member of the board of directors of a non-profit	3.67	1.04	High

	organization or boards of directors (a club, an association)			
6	I am a member of the boards of directors of companies Known, successful, and superior	3.20	0.93	High
11	I participated in several specialized training courses working in developed countries	3.10	0.40	Medium
8	Obtained an academic qualification from a reputable university.	3	1.15	Medium
7	Featured share prices of companies of which you are a member. Its board of directors continues to rise	2.97	1.06	Medium
9	Holds more than one degree in more than one scientific discipline	2.80	1.11	Medium
10	Studying before the university was in distinguished and well-known private schools	2.57	0.90	Low
	<b>Field average</b>	3.35	0.89	High

Table (3) shows the following:

The computational average of prestige strength, in general, was (3.35), indicating this field's high importance. Table No. (5) shows that the questionnaire paragraphs (1,2) have a very high level of importance, as their arithmetic means were higher than (4.00), while paragraphs (4,5,3) were of a high level of importance with an arithmetic average of (3.50 - 4.00), while paragraphs (6, 11, 8, 7, 9) were at a medium level of importance, and the level of significance for those paragraphs was (2.60 - less than 3.50), and finally, paragraph (10) was at a low level of importance, reaching (2.57).

### Test hypotheses of the study:

The first hypothesis:

Hypothesis 1: There is no statistically significant effect of Senior management's Sources of power in its dimensions (Structural power, Property power, experience power, Prestige power) on the Strategic choice in its sizes (leadership cost Strategy, differentiations Strategy, Focus Strategy) among the top management of Royal Jordanian Airlines-Plc at the level of ( $\alpha \leq 0.05$ ) in the research sample.

The hypothesis test, a regression test, was used to determine if there was a significant relationship between the strength of prestige and the strategic choice at the level of statistical significance ( $\alpha = 0.05$ ), table No. (4) indicates the results of the test as follows:

Table (4): Regression test results

result of the null hypothesis	level of significance	F	R <sup>2</sup>	R
Refusal	0.045	5.618	0.132	0.290

The table shows that the laboratory value (F) is equal to (5.618) with a probability value of (0.045), which is less than the specified value (0.05), indicating the existence of a statistically significant relationship between prestige and strategic choice, and thus we accept the alternative study's hypothesis, namely, there is a relationship between the power of reputation and strategic choice (focus, distinction, cost).

Second hypothesis:

Hypothesis 2: There is no statistically significant effect between senior management's sources of power (structural power, property power, experience power, Prestige power) and leadership cost strategy among the top management of Royal Jordanian Airlines-Plc at the level of  $\alpha \leq 0.05$  in the research sample.

The regression test was performed to check for a significant link between experience strength and strategic decision at the level of statistical significance ( $\alpha= 0.05$ ). The following are the test findings, as shown in Table No. (5):

Table (5): Regression test results

result of the null hypothesis	level of significance	F	R <sup>2</sup>	R
Refusal	0.037	5.021	0.150	0.362

The table shows that the laboratory value (q) is equal to (5.021) with a probability value of (0.037), which is less than the specified value (0.05), indicating the presence of a statistically significant relationship between the strength of experience and the strategic choice, and thus we accept the alternative study's hypothesis, that there is a relationship between the power of expertise and the strategic will (focus, distinction, cost)

Third hypothesis:

Hypothesis 3: There is no statistically significant effect between senior management's sources of power (structural power, property power, experience power, Prestige power) and differentiation strategy among the top management of Royal Jordanian Airlines-Plc at the level of  $\alpha \leq 0.05$  in the research sample.

The hypothesis test, and the regression test, were used to see if there was a significant relationship between the strength of the structure and the strategic choice at the level of statistical significance ( $\alpha=0.05$ ). Table No. (6) indicates the results of the test as follows:

Table (6): Regression test results

result of the null hypothesis	level of significance	F	R <sup>2</sup>	R
Refusal	0.001	15.112	0.322	0.502

The table indicates that the laboratory value (q) is equal to (15.112) with a probability value of (0.001), which is less than the specified value (0.05), which indicates a statistically significant relationship between the strength of the structure and the strategic choice, and therefore we accept the hypothesis of the alternative study, that is, there is a relationship between the power of the system and the strategic will (focus, distinction, cost).

### Findings of the Study:

The study reached the following results:

1. The organization has suitable foundations for making the strategic choice, as the strategy of relatively low prices compared to competitors represents a competitive advantage for the company in the market, and the company's goal is to provide high-quality services. The company attracts highly experienced individuals to market the company's services. The company is interested in facilitating procedures for obtaining Services to customers; it directs its services to a specific segment of customers. The company's reliance on economies of scale contributes to cost reduction.
2. The results indicated a high strength of managers in most areas, and the results showed structural strength. However, there are some aspects of weakness, which are represented in the fact that the performance of the job does not require the possession of specific skills and capabilities, and the sum of what the manager receives in terms of salaries and bonuses is not close to what the manager gets. The results also indicated that there is a low value of ownership power in all its aspects.
3. The managers enjoy no power of ownership. As for the administration of experience, it is an excellent source of strength in the company, as the job occupied by the managers focuses on the methods of using and employing the company's funds, and the

nature of the position they occupy is to search for the different sources of funds for the company. The power of prestige had a high level of influence.

4. The managers have the status of membership in the boards of directors of other companies, and they also have the level of membership in more than one board of directors in this company for several sessions:

a. There is a relationship between the power of prestige and strategic choice (focus, distinction, and cost).

b. There is a relationship between the power of expertise and strategic choice (focus, distinction, and cost).

c. There is a relationship between the power of the structure and the strategic choice (focus, distinction, and cost).

### **Recommendations of the Study:**

Considering the results reached in this study, the following recommendations can be made:

1. Through the study results, managers in Royal Jordanian are required to link the strategic choice to seek the truth in the future.

2. Realize that differentiation does not mean differentiation in all elements of competition but instead focuses on one or more of these elements due to the difficulty of achieving differentiation in all aspects in the light of current competition.

3. Managers must realize the importance of strategic choice in strengthening the company's competitive position and not pay attention to the power of senior management alone.

4. Conduct similar studies in other sectors and environments to ascertain the nature of the relationship between the sources of power of senior management and strategic choice.

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