

## **The impact of delegating leadership on organizational excellence in tourism organizations: Comparative Study**

**Asmaa Ibrahim      Azza maher      Toka Mahrous      Mahmoud Al-Azab**

Faculty of Tourism and Hotels, University of Sadat City

### **Abstract**

The study focuses on determining the impact of delegating leadership on organizational excellence in destination management organizations and airlines. The study measures the level of applying delegating leadership in these organizations; it also determines the level of organizational excellence. To achieve the study aims, a questionnaire form was designed and distributed to the study sample. Likert scale was used to measure the respondents' answers. The data analyzed of 398 questionnaires using the statistical package for social science (SPSS) for Windows V .22.0. Correlation and regression tests were used as a form of explanatory research to expose the possible significance of these relationships. Delegating leadership was measured by four dimensions related to (People, Planning, Process, and Control), and organizational excellence was also measured by four dimensions (satisfaction, technology deployment, product quality, and competitiveness). The study revealed that there is a relationship between delegating leadership and organizational excellence in tourism organizations and delegating leadership affects organizational excellence in tourism organizations. Results hold important implications for both the research community and destination management organizations and airlines.

**Keywords: Delegation, Delegating Leadership, Organizational excellence, DMO, Airlines**

### **1. Introduction**

In the organization's struggle for progress, leadership has become the essence of competitive advantage, and in order to maintain this advantage, organizations need effective and delegating leadership that will involve each employee and structure in achieving quality (Salagean et al., 2013). According to Badjie (2021), delegating is an interactive process between two or more people who share moments of mutual understanding to turn results-oriented efforts into real-life .In recent eras, delegating leadership has been one of the leading trends exercised by managers in their respective organizations, It is used for integrating and maximizing employee motivation levels and accomplishing optimistic returns for both managers and employees, delegation of leadership attains a competitive edge; it lessens managers' burdens, gets employee satisfaction, builds cooperation and confidence between employees and managers ( Alhosani and Ismail 2022). The delegating leadership style is also known as democratic leadership, consultative leadership or consensus leadership , Leaders who use this style involve subordinates in decision-making, which must then be implemented subordinates are asked to give ideas or input about a problem, but those who make decisions are the leaders (Bass, 1996). Organizational excellence, according to Al-Jedaiah and Albdareen (2021),they mentioned is the foundation of all tourist excellence, any organizations is compelled by the business environment to strive for long-term organisational excellence,

all factors influencing an organization's performance should be considered for long-term organisational excellence, these criteria include Tourist satisfaction, Technology deployment, service quality and Competitiveness , and they are ranked first as components organizational success.

## **Literature Review**

### **2.1 The Delegating leadership**

Delegating is not about giving orders and everyone is expected to agree with them, but it is a style it takes careful thought to succeed. Delegating is a key performance factor of knowledge workers and is relevant to organisational excellence. According to Mathebula & Barnard (2020, p. 77), "Delegating is a suitable way of decreasing the workload from the manager to the subordinate." According to Karam and Kitana (2020), delegating is the prerogative of leaders and delegates that are approved by the organization Leadership delegation involves an efficient transfer of work to people whose skills are better suited for the task. The Delegating leadership is when a manager gives subordinates the authority and responsibility for making and implementing decisions (Chevrier and Viegas-Pires, 2013). Delegating leadership one of the top tendencies among managers in each firm is to it is used to integrate employee motivation, maximize it, and achieve positive results for managers and workers alike (Alhosani and Ismail, 2022).

### **2.2 Effect of Delegating Leadership Style on Work Motivation**

One of the fundamental duties of leaders is to inspire their team members. Employee identification with the organization, commitment to achieving the goals, and desire to collaborate are the results ,delegated leaders can inspire their teams by modeling a positive attitude and being determined themselves a leader's job is to recognize and harness what drives people's motivation. Because leadership and employees' attitudes toward motivation are interrelated, this strategy aids in motivating workers (Wegner, 2017).

According to Warsono and Riduwan (2019), delegating leadership style is a variable that has a positive and significant effect on employee work motivation, and leadership delegation of authority causes subordinates to perform better In the delegating leadership style, the leader fully surrenders the work assignment to the member, so that the member is fully responsible for the successful completion of the work.

According to Nkiruka et al. (2021), the management of an organization's delegating leadership plan, giving a subordinate a task gives employee the chance to train and develop them, as well as assess their aptitude for leadership, advancement, and motivation.

### **2.3 Effective of delegating leadership**

Effectively delegating leadership is essential for every organization to succeed, It is strongly influenced by the results and effects of the leaders' actions on leadership and organization, Effective leaders are able to completely involve employees in organisational strategies, and using the right leadership style is a key aspect in determining a leader's performance (Sadeghi & Pihie, 2012). According to Al-Jammal et al. (2015), the effectiveness of delegating leadership on tasks that have been allowed correctly ensures speed and accuracy and also saves time and effort. Furthermore, it raises the standard of performance; delegation of leadership ensures performance improvement; and cooperation between job levels in performing tasks together within the business.

### **2.4 Four-dimensional leader delegation framework**

According to Zhang et al.(2009), identified four distinct facets in which a leader could give the team autonomy: planning (e.g., scheduling the team's work), product (e.g., suggesting new products or services), people (e.g., recruiting and hiring members) and process-related (e.g., specifying the development method a team should use) ,viewed a collection of empirical works on the management of virtual teams and summarized the management functions of virtual team leaders at various phases in the team's lifecycle, they proposed that virtual team leaders are generally engaged in such activities as personnel selection, task design, team initiation, performance management, training and team development, and disbanding and re-integration ,these studies categorize leader functions in different ways and use different labels for these leader functions. Integrating these different categorizations, table 1 summarizes four major leader function categories which can be delegated to virtual team members ,these four areas are the overlapping important leader manager functions identified in the mentioned studies ,the first leader delegation category consists of planning-related team management and leadership activities that a virtual team lead.

According to Marta et al. (2005), planning related in delegating can be understood as a form of situated cognition where the mental simulation of future actions is used to generate action strategies likely to optimize goal attainment. When planning is viewed as a process of mental simulation, it becomes possible to formulate relatively clear-cut conclusions about the actions people take in planning.

According to Nichols (2016), represented the first of many theories that focused on the people's related of leaders as predictors of delegating leadership and organizational success ,despite the attention given to these concluded that no one set of traits successfully and consistently distinguished between people with and those without leadership positions. According to Zhang et al.(2009), the process involved in delegating leadership work to team members is select the team member or determine the team member. According to Zhang et al. (2009), the control involved in delegating leadership work to team members is evaluating team product quality, evaluating the progress of the team's work, and determining corrective action when performance objectives are not met. The four-dimensional leader delegation as shown in Table (1).

Table (1). The four-dimensional leader delegation

Delegation Aspects	Key Activities
Planning-related	Scheduling the team's work Setting the team's long-term goals Setting the team's short-term objectives Setting the team's budget
People-related	Selecting team members Removing members from the team Determining team members' training needs
Process-related	Assigning work to team members Selecting the tools team members will use in their work Determining the team's operating procedures and work instructions
Control-related	Evaluating the progress of the team's work Evaluating team product quality Determining corrective actions when performance objectives are not met

Source: Zhang et al. (2009).

## **2.5 Roles and functions of delegating leadership**

Delegated leaders need to play a variety of roles in order to be effective. Due to their position of leadership, they have been assigned certain responsibilities, which are sets of anticipated behaviour. Planning, organizing, staffing, directing, and controlling are the basic managerial functions. However, leaders are also given a number of strategic and external roles (Trottier et al., 2008).

According to Carsten et al. (2018), the delegation of a leader is responsible for acquiring and communicating crucial information to other leaders, recognizing and resolving issues, and suggesting ideas for change. The leader would coordinate the complete plan of care for the staff while keeping an eye on the big picture. It's more crucial to be able to guide others than to do everything yourself, to be able to say, okay, this is our overall goal; this is where it needs to be; this is the path that we need to take. According to Badjie (2021), leaders should be an interactive influence process in a team where members take turns inspiring one another to accomplish a common goal, a team-oriented style of leadership rather than one exercised exclusively by a single designated individual.

## **2.6: Delegating leadership back ground in tourism organizations**

Delegating leadership has sought to understand what characteristics, skills, behaviors, sources of power, or contextual factors affect a leader's capacity to motivate employees and achieve organisational goals (Aronson, 2001).

In tourism organizations, top management can set goals, put formal controls in place, choose strategic priorities, and take corrective action when deviations occur by delegating leadership responsibilities (Abernethy et al., 2010).

## **2.7 Delegating leadership in tourism**

According to Mathebula and Barnard (2020), Managers in tourism organizations must possess leadership traits in order to properly delegate he highlighted the fact that a great leader must have respect and appreciation for others as fundamental qualities. Rather than the elaborate projects he completed, a leader would be remembered for the way he treated others around him a leader should always aim for fairness, consistency, asking for input, performance, and goal setting in order to earn respect the key elements of effective leadership and delegation include perseverance, excellence, learned tactics, having a clear goal, and The philosophies of leadership change depending on the type of leader, and identify four crucial areas for a leader's success: creativity, direction, delegation, and coordination. According to Chevrier and Viegas-Pires (2013), when management gives employees the leadership and responsibility for making and carrying out decisions, this is known as delegating, Delegating is essential to participative leadership because it has a moderating effect on how individuals react to different leadership philosophies, A manager's role may require significant delegation, with options that vary from total autocracy to total delegation.

## **2.8 objectives of delegating leadership in tourism organizations**

According to Mathebula and Barnard (2020), objectives of delegating leadership in tourism organizations: To get the basics of delegation to the employees. Freeing up the manager, sharing responsibility, Empowerment, Growth and development, Introducing efficiencies.

2.8.1 Freeing up Manager Time: This relates to getting work done and having confidence that responsibilities related to leadership will be carried out as intended. It frees up the management to concentrate on other organisational strategic projects, creates capacity to perform more by dividing the task, and maintains their interest. Due to the additional resources at their disposal, managers employ delegation to fulfill goals and ideas. However, in order to be successful, managers must mobilize their teams (Mathebula and Barnard, 2020).

2.8.2 Sharing Responsibility: Sharing Responsibility: It's the way we look at our roles in organizational life. In organizations, it is divided up large tasks into smaller tasks and distributes those smaller tasks, whether manager or individual contributor, employee or contractor, exempt or non-exempt, we are all accustomed to taking accountability for deliverables (Hall and Weaver, 2001).

2.8.3 Empowerment: Delegating leadership is a method that enables people to develop outside of their main job responsibilities. It is about empowering others through the transfer of information and abilities. By delegating, managers can give staff member's work that will stretch them, utilize their expertise, and help them hone their leadership abilities. Employees must be given the freedom to handle jobs and gain confidence, no matter how big or small the work, delegation is empowering. According to some of the respondents, giving people jobs at a higher level empowers them by allowing them to come up with answers and challenging them to think beyond the box. The idea of delegation is defeated by analysis and comprehension, which also prevents people from having first-hand experience inventing their own solutions (Mathebula and Barnard, 2020).

2.8.4 Development and Growth: Because it offers a chance for others to grow and develop as well, empowerment, growth, and development go hand in hand. Managers must create situations where others can flourish. Giving others tasks to do is one way to help them grow and achieve greater levels of production. Having ample time gives managers the chance to assess the team and spot potential improvement areas. Delegating should not be restricted out of concern that team members will quit because they have been given more authority; rather, it should be encouraged for the benefit of all humanity. It is important to promote delegation so that people can develop their abilities (Mathebula and Barnard, 2020).

2.8.5 Introducing Efficiencies through Delegation: Delegating makes sure work gets done faster. Speed is important; delegating provides the means to do different initiatives at the same time. - According to Jha (2004), the Delegating leadership is the process by which employees are shared throughout an organization has three elements: 1. assigning a function, duty, or task to an employee - 2. allocating sufficient leadership to that employee to command the resources required to complete the assignment - 3. creating an obligation on the part of the employee to complete the assignment satisfactorily.

2.8.6 Characteristics of delegating leadership : According to Hassan (2022), the leadership delegating : the manager's action to decrease the constraints put on them by delegating authority to others to act and take suitable actions decisions in a given matter. According to the preceding definition, the following are the basic characteristics of leadership delegation:

-Delegation is a transitory measure in the sense that its duration is stated, and so it is not characterized by launching forever, but rather by ending with the completion of the job for which the delegation was done.

-The goal of the delegation technique is to lessen the burden on management, which may take a long time and may reduce the manager's expertise in making many of the decisions that the manager makes.

-That delegating provides the manager with the element of time as a result of reducing the burdens placed on him and thus allowing him ample time, which reflects positively on focusing on the manager's main and important powers and thus entering into their details and appreciating them before taking them.

- Leadership is distinguished by being specific in respect to specific powers rather than being comprehensive, because being comprehensive would be detrimental to the position of its owner, but rather by being limited to specific issues solely.
- Because the authorization is issued to whoever has it, there is no authorization for someone who does not have the right to take it.

## 2.9 The advantage of delegation of leadership

According to Khan et al. (2015), advantages of delegating Leadership: Good control, overview, and unimpaired programmer, Laws: Youth protection laws, No long discussions, Group members know what they must do, Rules give security

## 2.10 The disadvantage of delegating leadership

According to Tannenbaum and Schmidt (2009), the disadvantage of delegating leadership -give the group control of the majority of the issues and let them handle the rest. Only act as a trigger, it's foolish to make decisions oneself on matters that affect people

## 2.11 Dimensions of Organizational Excellence

According to Arbab and Mahdi (2018), the dimensions of organizational excellence are as follow: Leadership Excellence, subordinates excellence, organizational Structure, culture Excellence

2.11.1: Leadership Excellence: According to Sankar (2003), character is based on core values of the leader excellent, character is the excellent leader's moral center, character influences his/her vision, goals, self-concept, strategies, work ethic, attitude, perception, code of ethics, behavior, and the search for excellence, character, therefore, is an evaluation of personality, the subject matter of ethics is character; an excellent leader can have a charismatic

2.11.2: Subordinates Excellence: According to Cheng et al. (2004), the subordinates in the excellence organization, is the leader's influence is effective only if the leaders are able to involve subordinates in three ways

2.11.3: organizational Structure : According to Ahmady et Al. (2016), organizational structure is the framework of the relations on jobs, systems, operating processes, people and groups making efforts to achieve the goals

2.11.4: culture excellence: According to Rezaei et al. (2017), culture excellence is defined as the attained culture by the workers in a business group when they perform together too efficiently and successfully accomplish the organisational goal

## 2.12: The importance of organizational excellence:

According to Abu-Naser and Al Shobaki (2017), today excellence became a necessity that cannot be dispensed with in successful organizations, organizational excellence means the art of assembling the needs of stakeholders inside and outside, to achieve that, it requires the

availability of the following ingredients, -Proper understanding of the concept of excellence.- Preparation of building a strategic institution and activating it by expressing major orientations and future vision. -Building an integrated system of policies and providing the foundations and rules that can make decisions. -Introduction of organizational structures that commensurate with the performance requirements and accept the amendment and adaptation to internal and external variables.

### **2.13: Characteristics of organizational excellence**

According to Al (2021), it can be said that organizations that reach the level of organizational excellence are characterized by a number or a number of important characteristics, the most prominent of which are: An excellent organization has managers whose ideas align with the great ideas. The advantage of being aware of its strengths and weaknesses, as it recognizes the effectiveness of solutions. They are organizations that work to create compatibility between operations management and the use of resources on the one hand, and taking into account the needs of the beneficiaries on the other hand, in order to reach positive results that maximize the beneficiary's satisfaction. Organizations take determined and deliberate steps to achieve excellence. Interested in developing all aspects of the administrative process. Organizations have methods and tools that enhance the added value of customers in the field of work, and also work to develop the human cadres that lead them to excellence and improve the performance of the organization

### **2.14 Organizational Excellence Pillars**

According to Harrington (2005) , while looked at the five elements that must be managed to achieve excellence, there are a number of things that run across all of them for example

2.14.1 : Communication: According to Shelton et al.(2002), communication is the primary way in which any group of individuals small or large can become aligned with and motivated to achieve the goals of the organizational excellence successful

2.14.2 Team work: Teamwork is the ability to work together toward a common vision the ability to direct individual accomplishments toward organizational objectives (Rao, 2016).

2.14.3 Empowerment: According to Hashemy et al. (2016), empowerment is the process of tending toward continuous improvement of organizational performance realized through developing and expanding authority of competent individuals and teams

2.14.4 Respect for one another: The cycle continues as respect leads to more confidence and ultimately all organizational members come to believe not only in their own and the organization's worth but in their ability to meet any challenges (Shelton et al. 2002).

2.14.5 Leadership : According to Hughes (2009), leadership is concerned with the ability to influence others to achieve goals ,the process and attributes required to effectively influence others are central to an understanding of leadership including having a big picture vision that is effectively shared and decision making that is clear and decisive based on assessment of available information.

### **2.15 Organizational excellence model**

According to Amalnick and Zadeh (2017), five organizational excellence criteria are “leadership,” “strategy,” “people,” “partnerships and resources,” a “processes, products, and services”; and four results criteria are “customer results,” “people results,” “society results” and “key performance results” these



criteria are defined as follows: Leadership-Strategy-People-Partnerships and resources-Processes, products, and services-Customer results- People results-Society results-Key performance results

### **2.16 Aspects of total organizational excellence**

According to Hui and Chuan (2002), aspects of total organizational excellence: Establishing a strong vision and mission , forming policies and strategies ,commitment to excellence ,management values and ethics ,people development ,empowerment and innovation ,people well-being ,use of new technologies ,suppliers and business partnerships , providing customer care, service, and satisfaction ,fostering good working relations and responsibilities to the public.

### **2.17 The competitive advantage in organizational excellence**

According to Al Shobaki and Abu-Naser (2017), the competitive advantage: is to be the best competitors in one or more dimensions of strategic performance (cost, flexibility, creativity ...) with mounting competition and growing new entrants manners and their new products at strayed globalization without guarantee for any competitive advantage to last long unless it is continuously developed to achieve sustainable competitive advantage ,the basic rule for performing above average in the long term is sustainable competitive advantage (i.e. the extent to which the institution has sustainable competitive advantage), so can the institution that holds a lot of strengths and vulnerability to competitors ,there are two basic types of competitive advantage which the institution can possess: low cost, and differentiation ,the core of any strengths or weaknesses that an enterprise can own is in the final analysis function in their impact on the cost or differentiation

### **Study Hypotheses**

H1: There is a positive relation between delegating leadership and organizational excellence.

H2: Delegating leadership affects the organizational excellence in tourism organizations.

H2 a: The delegating leadership affects satisfaction in tourism organizations.

H2 b: The delegating leadership affects technology deployment tourism organizations.

H2c: The delegating leadership affects product quality in tourism organizations.

### **3. Methodology**

The research depended on questionnaire and quantitative techniques. The research used 398 questionnaires, targeting the employees in destination Management organizations and airlines. The questionnaire was as a tool for data collection, as the anonymous form of the questionnaires enabled the respondents to freely express their inner opinions, attitudes, and perceptions towards the delegated leadership because the research aims to reveal deep-rooted personal opinions, some of which may be elements or questions that are sensitive in nature requiring the respondent to respond to a series of questions or statements when designing a questionnaire, then respondents' answers are translated into digital form and statistically examined. The main advantages of using this type of data collection is that questionnaires are usually quick to complete, affordable, and usually easy to analyze. In order to analyze the data collected from the survey, SPSS V.22.0 was utilized. The following statistical methods were used: Reliability test: The reliability of the questionnaire was calculated by using Cronbach's alpha coefficient. Frequencies, percentages, means and standard deviations: To describe sample's attitudes towards study variables. The agreeing degrees for the Likert scale were determined based on the weighted mean, as follows:

1-1.79 = strongly disagree, 1.80-2.59 = Disagree, 2.60-3.39 = Neutral, 3.40-4.19 = Agree, 4.20-5 = strongly agree

- **Kruskal-Wallis test:** To show the differences between responses of the sample towards variables in the case of more than two groups. **Spearman correlation coefficients:** To demonstrate the relationships between study variables and test hypotheses. This test is used in the case of nonparametric tests and ordinal data

Airlines and destination management organizations (DMO) were chosen as a sample for this research because of the huge amount of data that airlines and destination management organizations deal with on a daily basis, data related to reservations, tourists, revenues, marketing offers, ground services, logistics, and even during a flight. Furthermore, airlines arguably produce more customer data than any other industry (Mohamed & Al-Azab, 2021). This requires leadership to delegate some tasks and operations to others so that it can manage those companies and objectives effectively, which leads to organizational excellence.

#### **4. Results and Discussion**

##### **4.1 Validity and Reliability of the Study Instruments**

The questionnaire was initially pretested for its validity with professors at tourism studies department at the faculty of tourism and hotels to get feedback regarding the clarity of the instructions and accuracy of the questions in the instrument. Comments and suggestion obtained from the pre-test were used for rewording the instructions and layouts of the questionnaire. Reliability analysis was performed to ensure internal validity and consistency of the items used for each variable (Mohamed & Al-Azab, 2017). Hair et al. (2019) recommended that Cronbach alpha values from 0.6 to 0.7 were deemed the lower limit of acceptability. An alpha of more than 0.7 would indicate that the items are homogeneous and measuring the same constant (Al-Azab & Abulebda, 2023; Fahmy & Al-Azab, 2016). For this study, Cronbach's alpha for all survey questions is presented in Table (2).

**Table (2). Reliability levels of instrument – Cronbach's Alpha**

	Cronbach's Alpha	No. of items
<b>A-delegating leadership</b>	.937	13
A.1 Planning	.850	4
A.2 people	.898	3
A.3 process	.749	3
A.4 Control	.892	3
<b>B- Organizational Excellence</b>	.962	18
B.1 Satisfaction	.898	5
B.1 Technology Deployment	.868	4
B.2 Product Quality	.930	5
B.3 competitiveness	.853	4

##### **4.2 Demographic characteristics of respondents**

The questionnaire used for this study included many sections concerning the respondents' demographic characteristics and other relevant information. This information was useful in

understanding the background of the respondents. Results of respondents’ demographics and profile are presented in Table (3)

Data in table (3) indicated that, the gender of respondents; More than half of the sample is male by 227 (57%), and there are 171 females (43%) , the age groups of the respondents; 221 (55.5%) of the respondents are (25-35 Years), followed by those who are (25- 35 years) totaling 118 (29.6%), then those who are (25- 35 years) calculated at 118 (29.6%), and finally those who are (36- 45 years) numbering 59 (14.8%). the respondents education level; 153 respondents (38.4%) have work (Bachelor), followed by 110 (27.6%) respondents who have (Doctoral Degree) then those 100 (25.1%) respondents who have (Master’s degree), then those 26 (6.5%) respondents who have (Diploma), and finally those respondents who have (others) with an overall number of 9 (2.3%). type of organization, the destination management organization a percentage of 57.0% against 43.0 % for airline the data indicated that destination management organization 227 (57.0 %), more than the airline 171 (43.0%).

Table (3): Results of respondents' demographics and profile

Demographic and Work-Related Information			Freq.	%
1	Gender	Male	227	57%
		Female	171	43 %
			Freq.	%
2	Age	25- 35 years	118	29.6
		25- 35 years	221	55.5
		36- 45 years	59	14.8
		25- 35 years	118	29.6
			Freq.	%
3	Education	Diploma	26	6.5
		Bachelor	153	38.4
		Master’s degree	100	25.1
		Doctoral Degree	110	27.6
		others	9	2.3
			Freq.	%
4	type of organization	airline	171	43.0
		destination management organization	227	57.0

**4.3 dimensions of delegating leadership**

Table (4) Mean and standard deviation of the delegating leadership dimensions

	Mean	Std. Deviation	Rank
Planning	3.8555	.73281	1
People	3.4983	.93588	4
Process	3.5729	.78406	3
Control	3.8501	.81349	2
Leadership	3.6942	.71707	
			Rank
	Mean	Std. Deviation	Rank
1- can schedule our work	4.2010	.63864	1
2- can set the work’s long term goals	3.8819	.83899	2
3- set the work’s long-term objectives	3.8467	.87168	3

4- participate in setting the budget for our tasks	3.4925	1.11491	4
<b>Planning</b>	<b>3.8555</b>	<b>.73281</b>	
	<b>Mean</b>	<b>Std. Deviation</b>	<b>Rank</b>
1- We participate in selecting the team members	<b>3.5025</b>	<b>.99051</b>	<b>1</b>
2-We can remove members from the team	<b>3.4925</b>	<b>1.11491</b>	<b>3</b>
3-We determine team member’s training needs	<b>3.5000</b>	<b>.99558</b>	<b>2</b>
<b>People</b>	<b>3.4983</b>	<b>.93588</b>	
	<b>Mean</b>	<b>Std. Deviation</b>	<b>Rank</b>
1-We assign work to team members	<b>3.4975</b>	<b>1.10813</b>	<b>3</b>
2-We select the tools we will use in our work	<b>3.5025</b>	<b>.99051</b>	<b>2</b>
3-We determine the work operating procedures and instructions	<b>3.7186</b>	<b>.74860</b>	<b>1</b>
<b>Process</b>	<b>3.5729</b>	<b>.78406</b>	

	Mean	Std. Deviation	Rank
We evaluate the progress of the team ‘s work	3.7789	.89011	3
We evaluate the quality of our achievements	3.9045	.85523	1
We determine corrective actions when performance objectives are not met	3.8668	.94422	2
<b>Control</b>	<b>3.8501</b>	<b>.81349</b>	

The data in Table (4) indicate that the average mean of dimensions of delegating leadership (Planning, People ,Process ,Control) was 3.6942 with a standard deviation value of .71707 This means that the majority of the study sample agrees with this mean indicates that the respondents of the study agree that the tourism organization applying delegating leadership.

#### 4.4 organizational excellences

Table (5) organizational excellence

##### Descriptive Statistics

	Mean	Std. Deviation	Rank
Satisfaction	3.7528	.75529	2
Technology	3.7720	.74038	1
Product quality	3.5554	.81095	4
Competitiveness	3.6790	.67928	3
<b>Organizational Excellence</b>	<b>3.6772</b>	<b>.68142</b>	

##### Satisfaction

	Mean	Std. Deviation	Rank
The company measures passenger satisfaction regularly as a measure of excellence progress	3.7136	.99285	5
The company has the policy to achieve customer satisfaction	3.7186	.74860	4
The company receives passengers’ feedback through known channels	3.7437	.98587	3
The company has communication tools to get passenger satisfaction	3.8241	.78668	1
The website of the company includes information about passenger contact	3.7638	.93867	2
Satisfaction	3.7528	.75529	

	Mean	Std. Deviation	Rank
The company searches all the time for technology updates to meet its excellence objectives	3.9347	.97874	1
the company has a budget to improve its technology regularly	3.6382	.88066	4
Technology update is directly connected to organizational excellence	3.8392	.83033	2
The company assess its technology regularly for improvement purposes	3.6759	.79860	3
Technology	3.7720	.74038	

Descriptive Statistics

	Mean	Std. Deviation	Rank
The company measures the product quality regularly	3.5327	.98997	4
The company collects information about similar products quality and improvements for other companies	3.6156	.93919	3
The feedback about quality is collected through passengers' directly	3.3593	.93574	5
The quality improvement policy is connected to organizational excellence	3.6692	.81492	1
Organizational managers care for the improvement of products regularly	3.6583	.89150	2
Product quality	3.5554	.81095	

Descriptive Statistics

	Mean	Std. Deviation	Rank
The company measures its market share regularly	3.8693	.78910	1
The company measure competitiveness as part of profitability	3.6181	.76765	4
The company has specific measures for competitiveness measurement	3.6558	.86032	3
Competitiveness is directly connected to excellence through the different organizational strategies	3.5729	.84189	5
Competitiveness	3.6790	.67928	2

The data in Table (5) indicate that, the total mean of the respondents' responses to Organizational Excellence amounted to (3.6772) with a standard deviation of (.68142). this mean indicates that the respondents of the study agree that there is a delegating leadership activity in their organizations.

#### **4.5 Correlation Analysis between delegating leadership and organizational excellence**

The results in table (6) indicated that the sig. value is less than 0.000 which means that there is a statistically significant correlation between delegating leadership and organizational excellence. And the value of(R) is 0.676 which indicates a strong positive relationship between the

delegating leadership and organizational excellence. That means, increases or decreases in delegating leadership do significantly relate to increases or decreases in the organizational excellence of the tourism organizations

Table (6): Correlations between Delegating Leadership and Organizational Excellence.

		<b>Correlations</b>	
		Delegating Leadership	Organizational Excellence
Delegating Leadership	Pearson Correlation	1	.676**
	Sig. (2-tailed)		.000
Organizational Excellence	Pearson Correlation	.676**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table (7): Effect of Delegating Leadership on Organizational Excellence

		<b>Coefficients<sup>a</sup></b>					
		Unstandardized Coefficients		Standardized Coefficients	Adjusted R Square		
Model		B	Std. Error	Beta	T	Sig.	
1	(Constant)	1.299	.134		.456	9.699	.000
	Leadership	.647	.036	.676		18.089	.000

a. Dependent Variable: Organizational Excellence

From the previous table it is clear that the value of the constant is 1.299, beta for the delegating leadership is (.676) and the equation for the impact of delegating leadership on organizational excellence in tourism organizations can be expressed as follow: -

Organizational Excellence = 1.299 + .647 delegating leadership.

- Effect of Delegating Leadership on satisfaction Table (8) depicts the Simple linear Regression analysis between Delegating Leadership and satisfaction. Results show that delegating leadership affects satisfaction by 30.9 % (Sig=.000).

Table (8) Effect of Delegating Leadership on satisfaction

		<b>Coefficients<sup>a</sup></b>					
		Unstandardized Coefficients		Standardized Coefficients	Adjusted R Square		
Model		B	Std. Error	Beta	t	Sig.	
1	(Constant)	1.584	.165		.309	9.579	.000
	Leadership	.587	.044	.557		13.358	.000

a. Dependent Variable: Satisfaction

From the previous table it is clear that the value of the constant is 1.584, beta for the delegating leadership is (.557) and the equation for the impact of delegating leadership on satisfaction in tourism organizations can be expressed as follow: -

$$\text{Satisfaction} = 1.584 + .587 \text{ delegating leadership}$$

Table (9) Effect of Delegating Leadership on Technology Deployment

		Coefficients <sup>a</sup>			Adjusted R Square	t	Sig.
		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta			
1	(Constant)	1.153	.142		.470	8.123	.000
	Leadership	.709	.038	.687		18.795	.000

a. Dependent Variable: Technology

From the previous table it is clear that the value of the constant is 1.153, beta for the delegating leadership is (.687) and the equation for the impact of delegating leadership on technology deployment in tourism organizations can be expressed as follow :-

$$\text{Technology deployment} = 1.153 + .709 \text{ delegating leadership}$$

Table (10) Effect of Delegating Leadership on Product Quality

		Coefficients <sup>a</sup>			Adjusted R Square	t	Sig.
		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta			
1	(Constant)	1.030	.173		.363	5.969	.000
	Leadership	.687	.046	.604		14.911	.000

a. Dependent Variable: Product quality

From the previous table, it is clear that the value of the constant is 1.030, beta for the delegating leadership is (.604) and the equation for the impact of delegating leadership on product quality in tourism organizations can be expressed as follow:-

$$\text{Product Quality} = 1.030 + .687 \text{ delegating leadership}$$

Table (11) Effect of Delegating Leadership on Competitiveness

		Coefficients <sup>a</sup>			Adjusted R Square	t	Sig.
		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta			
1	(Constant)	1.347	.134		.443	10.086	.000

Leadership	.631	.035	.666	17.783	.000
------------	------	------	------	--------	------

a. Dependent Variable: Competitiveness

From the previous table, it is clear that the value of the constant is 1.347, beta for the delegating leadership is (.666) and the equation for the impact of delegating leadership on competitiveness in tourism organizations can be expressed as follow: -

$$\text{Competitiveness} = 1.347 + .631 \text{ delegating leadership.}$$

## 5. Conclusion

The study focuses on determining the impact of delegating leadership on organizational excellence in destination management organizations and airlines. The study measures the level of applying delegating leadership in these organizations. It also determines the level of organizational excellence. To achieve the study aims a questionnaire was designed and distributed to the study sample. Likert scale was used to measure the respondents' answers. The data collected from the questionnaire survey was processed using the statistical package for Social Science (SPSS) for Windows V .22.0. Correlation and regression tests were used as a form of explanatory research to expose the possible significance of these relationships.

Delegating leadership was measured by four dimensions (People -related, Planning - related, Process -related and Control -related), and organizational excellence was also measured by four dimensions (satisfaction, technology deployment, product quality, and competitiveness).

After targeting and reviewing the research's objectives, the research achieved several findings through both Review of the literature and the field study. The main results of the field study are as follows: - there is a positive correlation between delegating leadership and organizational excellence in tourism organizations.

-Results show that delegating leadership affects organizational excellence by 45.6 % (Sig=.000) in tourism organizations.

-delegating leadership affects satisfaction by 30.9 % (Sig=.000)in tourism organizations.

-delegating leadership affects technology deployment by 47 % (Sig=.000) in tourism organizations.

- delegating leadership affects product quality by 36.3 % (Sig=.000) in tourism organizations.

-delegating leadership affects satisfaction by 44.3 % (Sig=.000) in tourism organizations.

-There is no significant difference between airlines and destination management organizations regarding the level of applying delegating leadership

-There is no significant difference between airlines and destination management organizations regarding the level of organizational excellence.

## 6. Recommendations

Delegating leadership can be a highly effective approach for tourism organizations looking to streamline operations, improve productivity, and foster innovation. Here are some recommendations for how tourism organizations can apply delegating leadership:



1. Clearly define roles and responsibilities: Ensure that each team member has a clear understanding of their role and responsibilities within the organization. Clearly define the scope of their authority and decision-making, allowing them to take ownership of their tasks.
2. Identify competent individuals: Identify team members who display the necessary skills, knowledge, and experience to handle specific tasks. Assign them responsibilities that align with their capabilities and expertise, enabling them to take the lead in those areas.

To improve the organizational excellence the tourism organizations should:

- 1-Focus on customer satisfaction: Airlines and destination management organizations should prioritize excellent customer service as a key driver of organizational excellence. This includes training staff to be friendly, knowledgeable, and responsive to customer needs. Implementing customer feedback mechanisms and utilizing technology to enhance the customer experience can also contribute to organizational excellence.
- 2- Embrace innovation and technology deployment: Embracing innovation and utilizing technology can help airlines and destination management organizations stay ahead of the competition and deliver excellent experiences to their customers. This could involve implementing cutting-edge technology solutions such as mobile apps, virtual reality experiences, or data analytics to personalize services and improve operations.

## **References**

- Aronson, E. (2001). Integrating leadership styles and ethical perspectives. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 18(4), 244-256.
- Ahmady, G. A., Mehrpour, M., & Nikooravesh, A. (2016). Organizational structure. *Procedia-Social and Behavioral Sciences*, 230, 455-462.
- Abu-Naser, S. S., & Al Shobaki, M. J. (2017). Organizational excellence and the extent of its clarity in the Palestinian universities from the perspective of academic staff.
- Al-Azab, M. R. & Abulebda, M. A. (2023). Cultural heritage authenticity: Effects on place attachment and revisit intention through the mediating role of tourist experience. *Journal of Association of Arab Universities for Tourism and Hospitality*, 24(1), 328-352.
- Al Shobaki, M. J., & Abu-Naser, S. S. (2017). The Role of the Practice of Excellence Strategies in Education to Achieve Sustainable Competitive Advantage to Institutions of Higher Education-Faculty of Engineering and Information Technology at Al-Azhar University in Gaza a Model.
- Alhosani, A. A. H., & Ismail, F. (2022). Algorithms for Decision Making in Dubai Police. *International Journal of Industrial Engineering & Production Research*, 33(3), 1-15.
- Alhosani, A. A. H., & Ismail, F. (2022). Algorithms for Decision Making in Dubai Police. *International Journal of Industrial Engineering & Production Research*, 33(3), 1-15.
- Amalnick, M. S., & Zadeh, S. A. (2017). Concurrent evaluation of customer relationship management and organizational excellence: an empirical study. *Performance Improvement Quarterly*, 30(1), 55-88.

- Badjie, G. (2021). Leadership should or should not delegate communication?(a systematic literature review: the art of delegation). *Eksis: Jurnal Riset Ekonomi Dan Bisnis*, 15(2), 67-78.
- Bass, B. M. (1996). Is there universality in the full range model of leadership? *International Journal of Public Administration*, 19(6), 731-761.
- Cheng, B. S., Chou, L. F., Wu, T. Y., Huang, M. P., & Farh, J. L. (2004). Paternalistic leadership and subordinate responses: Establishing a leadership model in Chinese organizations. *Asian journal of social psychology*, 7(1), 89-117.
- Fahmy, T. M. & Al-Azab, M. R. (2016). Evaluation of the tourist acceptance of quick response (qr) code: Using technology acceptance model. *Minia Journal of Tourism and Hospitality Research MJTHR*, 1(2), 49-74.
- Hair, J., Risher, J., Sarstedt, M., & Ringle, C. (2019). When to use and how to report the results of PLS-SEM. *European business review*, 31(1), 2-24.
- Hall, P., & Weaver, L. (2001). Interdisciplinary education and teamwork: a long and winding road. *Medical education*, 35(9), 867-875.
- Harrington, H. J. (2005). The five pillars of organizational excellence. *Handbook of business strategy*, 6(1), 107-114.
- Hashemy, S. H., Yousefi, M., Soodi, S., & Omid, B. (2016). Explaining human resource empowerment pattern and organizational excellence among employees of emergency of Guilan's University hospitals. *Procedia-Social and behavioral sciences*, 230, 6-13.
- Hughes, R. (2009). Time for leadership development interventions in the public health nutrition workforce. *Public health nutrition*, 12(8), 1029-1029.
- Hui, K. H., & Chuan, T. K. (2002). Nine approaches to organizational excellence. *Journal of Organizational Excellence*, 22(1), 53-65.
- Jha, S. (2004). Determinants of delegation: A study in five star hotels. *Vikalpa*, 29(4), 43-56.
- Karam, A. A., & Kitana, A. F. (2020). An exploratory study to identify the impact of leadership styles on achieving institutional excellence in the public sector: United Arab Emirates. *International Journal of Business and Management*, 15(6), 16-30.
- Marta, S., Leritz, L. E., & Mumford, M. D. (2005). Leadership skills and the group performance: Situational demands, behavioral requirements, and planning. *The Leadership Quarterly*, 16(1), 97-120.
- Nanjundeswaraswamy, T. S., & Swamy, D. R. (2014). Leadership styles. *Advances in management*, 7(2), 57.
- Ospina, S. M., Foldy, E. G., Fairhurst, G. T., & Jackson, B. (2020). Collective dimensions of leadership: connecting theory and method. *Human Relations*, 73(4), 441-463.
- Rao, M. S. (2016). Collaborate to build effective teams to achieve organizational excellence and effectiveness. *Industrial and Commercial Training*
- Rezaei, G., Gholami, H., Shaharou, A. B. M., Zamani Mat Saman, M., Sadeghi, L., & Zakuan, N. (2017). Shared knowledge mediated correlation between cultural excellence and

- organisational performance. *Total Quality Management & Business Excellence*, 28(3-4), 427-458
- Shelton, C. D., Darling, J. R., & Walker, W. E. (2002). Foundations of organizational excellence: leadership values, strategies, and skills. *LTA*, 1(02), p46-63.
  - Tannenbaum, R., & Schmidt, W. H. (2009). How to choose a leadership pattern. Harvard Business Review Press.
  - Zhang, S., Tremaine, M., Egan, R., Milewski, A., O'sullivan, P., & Fjermestad, J. (2009). Occurrence and effects of leader delegation in virtual software teams. *International Journal of e-Collaboration (IJeC)*, 5(1), 47-68.
  - Zhang, S., Tremaine, M., Egan, R., Milewski, A., O'sullivan, P., & Fjermestad, J. (2009). Occurrence and effects of leader delegation in virtual software teams. *International Journal of e-Collaboration (IJeC)*, 5(1), 47-68.
  - Abernethy, M. A., Bouwens, J., & Van Lent, L. (2010). Leadership and control system design. *Management Accounting Research*, 21(1), 2-16.
  - Al-Jammal, H. R., Al-Khasawneh, A. L., & Hamadat, M. H. (2015). The impact of the delegation of authority on employees' performance at great Irbid municipality: case study. *International Journal of Human Resource Studies*, 5(3), 48-69.
  - Al-Jedaiah, M. N., & Albdareen, R. (2020). The effect of strategic human resources management (SHRM) on organizational excellence. *Problems and Perspectives in Management*, 18(4), 49.
  - Carsten, M. K., Uhl-Bien, M., & Huang, L. (2018). Leader perceptions and motivation as outcomes of followership role orientation and behavior. *Leadership*, 14(6), 731-756.
  - Chevrier, S., & Viegas-Pires, M. (2013). Delegating effectively across cultures. *Journal of World Business*, 48(3), 431-439.
  - Chevrier, S., & Viegas-Pires, M. (2013). Delegating effectively across cultures. *Journal of World Business*, 48(3), 431-439.
  - Khan, M. S., Khan, I., Qureshi, Q. A., Ismail, H. M., Rauf, H., Latif, A., & Tahir, M. (2015). The styles of leadership: A critical review. *Public Policy and Administration Research*, 5(3), 87-92.
  - Mathebula, B., & Barnard, B. (2020). The factors of delegation success: accountability, compliance and work quality. *Expert Journal of Business and Management*, 8(1).
  - Mathebula, B., & Barnard, B. (2020). The factors of delegation success: accountability, compliance and work quality. *Expert Journal of Business and Management*, 8(1).
- Mohamed, H. A. & Al-Azab, M. R. (2017). Exploring Key Factors That Influence Consumer Trust in Airline Websites. *Journal of Association of Arab Universities for Tourism and Hospitality*, 14(1), 91-110.
- Mohamed, H. A. & Al-Azab, M. R. (2021). Big Data Analytics in Airlines: Opportunities and Challenges. *Journal of Association of Arab Universities for Tourism and Hospitality*, 21(4), 77-112.

- Nichols, A. L. (2016). What do people desire in their leaders? The effect of leadership experience on desired leadership traits. *Leadership & Organization Development Journal*, 37(5), 658–671. <https://doi.org/10.1108/LODJ-09-2014-0182>
- Nkiruka, O., Charity, E., & Emmanuel, N. (2021). Authority Delegation and Leadership Succession in Nigeria Electricity Distribution Company. *Science Journal of Business and Management*. Volume 9, Issue 2, June 2021, pp. 74-80.
- Sadeghi, A. and Pihie, Z.A.L. (2012) Transformational Leadership and Its Predictive Effects on Leadership Effectiveness. *International Journal of Business & Social Science*, 3, 186-197.
- Salagean, H. C., Ilies, R., Gherman, M., & Pampa, V. (2013). The role of leadership in achieving total quality. *Managerial Challenges of the Contemporary Society*. Proceedings, 6, 90.
- Trottier, T., Van Wart, M., & Wang, X. (2008). Examining the nature and significance of leadership in government organizations. *Public administration review*, 68(2), 319-333. and *Social Science*, 3(7).
- Warsono, H., & Riduwan, A. (2019). The effect of autocratic, participative, and delegation leadership on work motivation of Indonesian navy personnel. *International Journal of Scientific Research and Management*, 7(5), 475-482.
- Wegner, J. (2017). The manifestations of positive leader roles in classical theories of leadership. *Journal of Corporate Responsibility and Leadership*, Volume 3, Issue 3, 2016, pp. 91- 105

## أثر القيادة التفويضية على التميز التنظيمي في المنظمات السياحية: دراسة مقارنة

أسماء إبراهيم  
عزة ماهر خليل  
تقي محروس فهمي  
محمود العزب  
قسم الدراسات السياحية - كلية السياحة والفنادق - جامعه مدينة السادات

### الملخص

تركز الدراسة على تحديد أثر القيادة التفويضية على التميز التنظيمي في منظمات إدارة الوجهات وشركات الطيران. وتقيس الدراسة مستوى تطبيق القيادة التفويضية في هذه المنظمات وكذلك تحديد مستوى التميز التنظيمي. ولتحقيق أهداف الدراسة تم تصميم استمارة استقصاء، وتوزيعها على عينة الدراسة. وتم استخدام مقياس ليكرت لقياس إجابات أفراد العينة. تمت تحليل ٣٩٨ استمارة التي تم جمعها باستخدام برامج الحزمة الإحصائية للعلوم الاجتماعية (SPSS V.22). تم استخدام اختبارات الارتباط والانحدار لكشف الأهمية المحتملة لهذه العلاقات. وتم قياس تفويض القيادة بأربعة أبعاد تتعلق بـ (الأفراد، والتخطيط، والعمليات، والرقابة)، كما تم قياس التميز التنظيمي بأربعة أبعاد (الرضا، ونشر التكنولوجيا، وجودة المنتج، والقدرة التنافسية). وتوصلت الدراسة إلى وجود علاقة بين القيادة التفويضية والتميز التنظيمي في المنظمات السياحية، كما أن القيادة التفويضية تؤثر على التميز التنظيمي في المنظمات السياحية. تحمل النتائج آثاراً مهمة لكل من مجتمع البحث ومنظمات إدارة الوجهات السياحية وشركات الطيران.

الكلمات المفتاحية: التفويض، القيادة التفويضية، التميز التنظيمي، منظمات إدارة المقاصد السياحية، شركات الطيران