

# Enhancing the Competitive Advantage in the University of Palestine: Between Reality and Ambition

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**Abstract:** *This study aims to identify enhancing the competitive advantage in the University of Palestine: Reality and Ambition, as the researchers used the descriptive and analytical method, through a questionnaire distributed to a sample of employees at the University of Palestine, where the size of the study population is (234) employees, and the size of the sample (117) employees, of whom (90) responded. The study provided a theoretical framework for what the writers and researchers presented about the study variable, as well as an analytical practical framework for the opinions of employees at the University of Palestine. The study reached a set of results, the most important of which are: the presence of a high degree of competitive advantage in the University of Palestine from the viewpoint of the employees, and the absence of differences in the opinions of the study sample about the study variables for the demographic variables. The study presented a set of recommendations, the most important of which are: The necessity of working to enhance the university's competitive advantage by enhancing the human capital and knowledge of the university.*

**Keywords:** Competitive Advantage, University Of Palestine, Universities, Gaza Strip, Palestine.

## Introduction

Information technology, especially the Internet, has enabled new rules in the field of business, the most important of which is betting on the customer as the only way to excel. So, the institutions worked to gain his loyalty, by creating value for him, in order to ensure that his needs and desires are constantly renewed, which will not be achieved of course unless these institutions are able to make the optimal investment in information technology, by establishing electronic transactions in their organization as the job that is most in contact with customers, and the most compatible and adaptive With information technology, in order to achieve this organization's goals efficiently and effectively, as information technology is a link between the institution and its environment, and because Internet marketing in particular, and information technology in general, requires the availability of a specific physical and knowledge infrastructure (Saadi, 2006). Universities cannot remain isolated from the influence of these changes, which necessitate them to strive hard to obtain competitive capabilities in order to outperform their competitors, so that they must be able to find and maintain a position for the longest possible period, as competition is the basic mechanism of the contemporary institution, by following Several strategies and tools to achieve its goals of growth and survival.

The subject of the study focuses on the problem facing many educational institutions, especially focusing on the competitive advantage to provide everything that is competitive at the market level, as it maintains the sustainability of the institution that adopts policies and strategies always competitive, and to take advantage of the capabilities that are available to the institution at the lowest costs and with high quality and characterized With a high degree of flexibility.

## Problem Statement

With the emergence of new global variables, the increase in competition, freedom of global trade and the revolution in information and communication, which prompted companies to search for ways that contribute to improving their performance and increasing the efficiency and effectiveness of their activities, in addition to improving their competitiveness (Shalash et al., 2011). As educational institutions strive to achieve sustainability by reaching a high degree of utilization of their material, human and technological potential to achieve competitive advantage, and the problem of the study is summarized in answering the following questions:

**Q1-:** What is the availability of competitive advantage in the University of Palestine?

**Q2-:** Are there statistically significant differences in the competitive advantage at the University of Palestine according to demographic variables?

## Research Objectives

1. Identifying the availability of the competitive advantage of the University of Palestine.
2. Measuring the differences in employees 'opinions about enhancing the university's competitive advantage according to demographic variables.
3. Coming up with results and recommendations that contribute to enhancing the competitive advantage of University Of Palestine.

## Research Importance

### Scientific (Theoretical) Importance:

1. Contribute to highlighting the competitive edge.
2. Enriching the Arab academic arena with new research participations in the field of enhancing competitive advantage.

### Practical (Applied) Importance:

1. Enhancing awareness of the importance of enhancing the university's competitive advantage.
2. Detecting the most important strengths and weaknesses in the study variables.
3. Presenting recommendations and proposals to the university administration towards enhancing the university's competitive advantage.

## Research hypothesis

**H0<sub>1</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses on enhancing the competitive advantage in the University of Palestine, due to the following demographic variables (Gender, Age Group, Academic Qualification, Years of Service, and Job Title).

### The main hypothesis is divided into a group of sub-hypotheses:

**H0<sub>1.1</sub>:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses on enhancing the competitive advantage in the University of Palestine, due to the gender variable.

**H0<sub>1.2</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses on enhancing the competitive advantage in the University of Palestine due to the age group variable.

**H0<sub>1.3</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses on enhancing the competitive advantage in the University of Palestine, due to the scientific qualification variable.

**H0<sub>1.4</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses on enhancing the competitive advantage in the University of Palestine due to the variable of years of service.

**H0<sub>1.5</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses on enhancing the competitive advantage in the University of Palestine due to the job title variable.

## Study Variables

**Independent Variable:** Competitive Advantage

**Demographic Variables:** Gender, Age Group, Educational Qualification, Years of Service, And Job Title.

## Research Limits and Scope

The scope of the study shall be as follows:

1. **Human Limit:** The study was conducted on employees of the University of Palestine in question, who responded by filling out the questionnaire.
2. **Institutional Limit:** The study was conducted on the University of Palestine.
3. **Spatial Limit:** The study was conducted in Gaza Strip, State of Palestine.
4. **Time Limit:** The study was conducted in the year (2020).

## Literature Review

- A study of (Abusharekh et al., 2019) aimed to identify the knowledge management processes and their role in achieving competitive advantage at Al-Quds Open University. The study was based on the descriptive analytical method, and the study population consists of academic and administrative staff in each of the branches of Al-Quds Open University in (Tulkarm, Nablus and Jenin). The researchers selected a sample of the study population by the intentional non-probability method, the size of (70) employees. A questionnaire was prepared and supervised by a number of specialists in order to obtain the results of the study. The study concluded that there is a positive direct relationship, that is, the higher the degree of application of knowledge management processes, the greater the degree of competitive advantage. Knowledge Technology came first with a score of 80.02% on all items. Competitive advantage came second with 81.74%. In the third place came "knowledge generation" where the total score on all paragraphs in this area (78.24%). In the fourth place, "knowledge transfer" (77.21%). "Developing and storing knowledge" came in fifth place (77.13%). "Acquisition of knowledge" came in sixth place (76.45%). Knowledge Organization ranked seventh (74.26%). The study recommended that the university should enable the employees to benefit from the experiences and expertise available to help generate knowledge. The University encourages the creation of knowledge through the system of incentives and open the way for creators to apply their creations and spread and invest in excellence and creativity. The university should design work performance levels based on the integration of knowledge and organize it according to policies that support freedom of research. The need for Palestinian universities to adopt a knowledge management approach. The need to adopt a system of incentives that rewards cognitive efforts, and give employees enough freedom to enable them to apply their knowledge.
- A study of (Al Shobaki and Abu Naser, 2017) aims to look at the role of the practice of excellence strategies in education in achieving sustainable competitive advantage for the Higher educational institutions of the faculty of Engineering and Information Technology at Al-Azhar University in Gaza, a model, and the study considered the competitive advantage of

educational institutions stems from the impact on the level of each student, employee, and the institution. The study was based on the premise that the development of strategies for excellence in education, and its implementation is a vital important prerequisite to achieve sustainable competitive advantage in higher educational institutions. The study followed a systematic exploratory descriptive methodology through review of the theoretical literature, and the adoption of the experience of the Faculty of Engineering and Information Technology at Al-Azhar University in Gaza as a model for its unique experience in the field of excellence in education. The study results showed that the most important are: There is a strong correlation between the level of exercising excellence strategies in education and the achievement of higher educational institutions to the sustainable competitive advantage. The results include a general required number of important sub results on the subject of the model - Faculty of Engineering and Information Technology at Al-Azhar University in Gaza as follows: The student considered the academic focus of the operation in the development process of the employees' skills, particularly academics at the university helps to distinguish students and increase the employment rate after graduation. The existence of consistency in development efforts and quality improvement for all three levels (student, employee, and the university), and this contributes to the Faculty excellence. The Faculty has been able to achieve competitive advantages by offering excellent services without harming the efficiency, and this alone is a great success because improving service properties requires great investments, which negatively affect the continued institutional development.

- A study of (Al-Sharif, 2015) aimed at demonstrating the effect of strategic learning on achieving the competitive advantage of Jordanian insurance companies, and the mediating role of strategic flexibility in the relationship between strategic learning and competitive advantage. The survey method was used, whereby all Jordanian insurance companies located within the Jordanian capital (Amman) were targeted. To achieve the objectives of the study, both multiple regression analysis and trajectory analysis were used to test the study hypotheses. Among the most important results of the study: the existence of a statistically significant effect of strategic learning, the generation of strategic knowledge, the distribution of strategic knowledge, the interpretation of strategic knowledge, the implementation of strategic knowledge in both strategic flexibility, and the achievement of the competitive advantage of Jordanian insurance companies, as well as the existence of a significant impact. Statistical significance of strategic flexibility in its dimensions: (production flexibility, flexibility of human resources), in achieving the competitive advantage of Jordanian insurance companies, as the study demonstrated the presence of an important intermediate influence of strategic flexibility in the relationship between strategic learning and achieving competitive advantage.
- Study of (Shalash et al., 2011) aimed at identifying the level of use of e-marketing, and its impact on achieving a competitive advantage in Jordanian pharmaceutical companies. The study population included all the managers of functional units in the 14 Jordanian pharmaceutical companies, and the researchers used a comprehensive inventory method for the community. The study, and the study reached many results, the most prominent of which is the presence of a trend by the Jordanian drug industry companies towards using the Internet in marketing, in order to follow up the requirements of buyers and know their opinions, as well as the competitive capabilities of drug companies that enabled them to achieve a competitive advantage in the direction of developing their market share and thus providing Products with competitive prices and services at a distinctive speed.

#### **Commentary on Previous Studies**

After reviewing the previous studies, areas of benefit from previous studies appeared, through the following

1. She contributed to the formulation of the study problem, and to delve into the study's dimensions and effects, which led to the development of the study and its construction on a solid practical basis.
2. The study methodology, the study hypotheses, and its questions were determined, and the appropriate methodology was chosen that contribute to achieving the main study objective of the research.
3. Determine the study variables.
4. Based on previous studies in the general framework of the research, and helped determine the general structure of the research.
5. She contributed to determining the statistical methods that are suitable for the analysis of the study, and their contribution to preparing the questionnaire.
6. She had a role in anticipating results, understanding the final dimensions, and coming up with scientific and practical recommendations for the research.

#### **Aspects of Agreement with Previous Studies:**

1. The current study agreed with most of the previous studies in using the descriptive analytical method.
2. It agreed with the studies of (Shalash et al., 2011), (Talla et al., 2018), (Al Shobaki et al., 2017), (Abo-Naser et al., 2018), (Al hilla et al., 2018) in dealing with the independent variable competitive advantage.

#### **What Distinguishes This Study From Previous Studies:**

1. This study was conducted in the Palestinian community.
2. It was applied to a higher education institution and to the University of Palestine in particular.

**Theoretical Framework**

**The Concept of Competitive Advantage**

It is clear through a review of the relevant theoretical literature that there are many definitions of competitive advantage, and (Al-Douri, 2015) defined it as the capabilities and experiences of the organization and makes it more distinct from other organizations working in the same sector to which it belongs, depending on the capacity of the organization To use its resources and implement its activities with high efficiency, to provide high-quality products, and to possess the most effective creative methods in conjunction with the ability to apply these creative methods. Competitiveness is a word with a broad meaning, but until the moment it has not been given a definite concept so that it may find more than one meaning in the same place or even in the same volume. While (Landau) sees competitiveness as a broad idea that includes total productivity, standards of living and economic growth, others use It has a narrower concept that focuses on price, trade, and product or service quality competitiveness (Al-Anoud, 2012: 147).

The Organization for Economic Cooperation and Development (DECD) defines competitiveness as the ability to produce a good or service that faces external competition while maintaining the expansion of real domestic income.

It can be said that there are two types of competition in the business world, direct competition and indirect competition, and indirect competition is represented in the struggle between existing institutions in the community to obtain the resources available in this community, and direct competition is that competition that occurs in institutions that operate in the sector. One. There is also another definition based on the market, which is that competitiveness is measured by the institution’s performance in the market compared to its peers, based on the relative market share evaluation (Wadih, 2006: 91).

**Competitive Factors**

There are three main factors that limit the degree of competition, which are (Bouchnaf, 2002: 46):

1. The number of institutions that control the supply of a particular product, so the greater the number of institutions, the greater the intensity of competition between them, and vice versa.
2. Ease or difficulty of entering some institutions into the market, the more easy it was for some new institutions to enter the production and marketing of a specific product, the more intense the competition, and vice versa.
3. The relationship between the volume of products that individuals demand in the market and the quantity that institutions can provide and display of these products, so the greater the supply of products than what is required of them, the greater the intensity of competition and vice versa.

**University Of Palestine**

The University of Palestine is an academic institution of the Palestinian higher education institutions established in order to serve the children of the Palestinian people at home and abroad in particular, and Arab and foreign students in general. It also provides support and assistance to students to ensure a high level of creativity and distinction, and is interested in scientific and cognitive research and communicating with world civilizations and sciences, to consolidate the values of good citizenship, cooperation and respect for others in a way that achieves the well-being and happiness of humanity (up.edu.ps) / en).

**Methodology and Procedures:**

**First- Methodology Of The Study:** The study used the descriptive and analytical approach that relies on description, analysis and comparison with the aim of describing what is an object, and its interpretation by shedding light on the problem of the study to be investigated and understanding its conditions, and collecting information that increases the clarification of the circumstances surrounding the problem. The researchers used two primary sources of information:

1. **Secondary Sources:** Researchers have tended to address the theoretical framework of the research to secondary data sources, which are related Arab and foreign books and references, periodicals, articles and reports, and previous research and studies that dealt with the subject of study, research and reading in various websites on the Internet.
2. **Primary Sources:** To address the analytical aspects of the subject of the study, researchers resorted to collecting primary data through a questionnaire as a main tool for research, designed specifically for this purpose.

**Second- The Study Population:** The study community is defined as all the vocabulary of the phenomenon that the researcher studies, and based on the study problem and its objectives, the study population is represented by the employees of the University of Palestine in Gaza Strip, whose number is (234) employees (Personnel Affairs, University of Palestine).

**Third: The Study Sample:** The simple random sampling method was used to collect data by distributing the questionnaire to (50%) of the employees, ie (117) employees, of whom (90) employees responded, or (77%). The following table shows the distribution of respondents according to the study variables:

**Table 1:** Distribution of respondents according to personal and organizational data

Gender	Male		Female		Total
	71		19		
Age Group	Less than 30 years old	30 - less than 40 years old	40- Less than 50 years old	50 years or more	90
	26	22	32	10	
Qualification	PhD		M.A.	Bachelor's degree or less	90

	38		25		7527			
Years Of Service	Less than 5 years	5- Less than 10 years old	10 - less than 15 years old	15 years and over		90		
	40	21	20	9				
Job Title	Academic			Administrative			90	
	62			28				

**Study Tool:** A questionnaire was prepared on "enhancing the competitive advantage". It consists of two main parts:

**The First Section:** which is the personal data of the respondents (gender, age group, academic qualification, years of service, job title).

**The Second Section:** the competitive advantage measure, and the measure consists of (10) items that measure the competitive advantage.

**Correcting the Scale:** Each paragraph is answered according to a five-point scale consisting of alternatives: strongly agree, agree, neutral, disagree, strongly disagree, and this scale has been given the following grades in order (5, 4, 3, 2, 1).

**The Second Stage: The Legalization Stage:** It included a validity and consistency account for the test.

1. **The Validity of The Arbitrators:** The scale was presented in its current form to a number of specialized arbitrators, including business administration professors, in order to identify the suitability of the questionnaire phrases and their representation of the aspects included in them. The scale was modified based on the observations provided.

2. **The Validation Of The Construct, Using The Internal Consistency Method:** the scale was applied to a survey sample of (32) of the original community members for the research, and the correlation coefficients for each paragraph were calculated in the domain to which they belong, as well as the correlation coefficients between the domains with each other, and all the paragraphs obtained a significant level 0.05 This indicates that the scale has a high degree of validity for internal consistency.

**Results of the Internal Consistency of the Scale**

**Table 3:** the correlation coefficient between each paragraph of each dimension and the overall degree of the dimension

Paragraph	R	Sig.	Paragraph	R	Sig.	Paragraph	R	Sig.	Paragraph	R	Sig.
1	0.661	0.000	4	0.734	0.000	7	0.827	0.000	10	0.684	0.000
2	0.598	0.000	5	0.798	0.000	8	0.633	0.000			
3	0.791	0.000	6	0.899	0.000	9	0.682	0.000			

**Stability Of The Scale:** The researchers verified the stability of the scale on a pilot sample of (32) individuals. The stability of the scale was calculated using the two half-segmentation methods and Cronbach's Alpha.

The correlation coefficient was calculated between the total of the even and the total of the individual statements for the test and its ranges, and using the Spearman Brown equation, and the reliability coefficients were all high, which indicates that the scale has a high degree of stability. The reliability coefficient of the Cronbach alpha was also calculated, and the overall scale reliability coefficient was (0.896), which is a significant and high reliability coefficient, and the reliability was calculated by the Cronbach alpha method, and the following table shows that:

**Table 3:** the scale stability coefficient with Cronbach's Alpha split method

Section	Number of Items	Correlation Coefficient Before Adjustment	Correlation Coefficient After Adjustment	Cronbach's Alpha Coefficient	Significance Level
Competitive Advantage	10	0.760	0.863	0.896	0.01

It is clear from the previous table that the reliability coefficients are all statistically significant, confirming the validity of the scale for application. Thus, the researchers have made sure of the validity and reliability of the study tool, which makes them fully confident in the validity of the questionnaire and its validity to analyze the results, answer the study questions and test its hypotheses.

**The Study Hypotheses Test:**

The statistical description of the study sample according to personal and organizational data

**Table 5:** Distribution of the study sample according to personal and organizational data

Personal And Organizational Data		The Number	Percentage%
Gender	Male	71	78.9
	Female	19	21.1
Total		90	100.0
Age Group	Less than 30 years old	26	28.9
	30 - less than 40 years old	22	24.4

	40- Less than 50 years old	31	35.6
	50 years or more	10	11.1
<b>Total</b>		90	100.0
<b>Qualification</b>	PhD	38	42.2
	M.A.	25	27.8
	Bachelor's degree or less	27	30.0
<b>Total</b>		90	100.0
<b>Years Of Service</b>	Less than 5 years	40	44.4
	5- Less than 10 years old	21	23.3
	10 - less than 15 years old	20	22.3
	15 years and over	9	10.0
<b>Total</b>		90	100.0
<b>Job Title</b>	Academic	62	68.9
	Administrative	28	31.1
<b>Total</b>		90	100.0

It is evident from the previous table that 78.1% of the study sample is male, while 21.1% are females, and this is proportional to the percentage of males employed in the University of Palestine in particular and Palestinian universities in general. It is also clear that 28.9% of the study sample is under the age of 30 years, while we find that 24.4% of those under the age of 40 years, and this reflects the fact that the university is relatively young and newly established, and the rest of the percentage is from the older age groups. It is also evident that 42.2% of the study sample are doctoral degree holders, 27.8% of master's degree holders and 30.0% of bachelor's degree holders or less, and this is consistent with the nature of work of academic institutions and their need for holders of higher qualifications. It is also clear that 67.7% of the study sample is of those with less than 10 years of service. This is consistent with the university as a young and developing university, while 17.9% of new competencies, and the remaining percentage are those with greater years of service. It is also clear that 68.9% of the study sample were from the academic staff, while 31.1% were from the administrative staff, and this reflects the nature of the cadre distribution at the university.

**The Criterion Adopted In the Study** (Ozen et al., 2012):

**Table 5:** clarifies the criterion adopted in the study

SMA	Relative Weight	Degree Of Approval
From 1.79 - 1	From 35.9% -20%	Strongly Disagree
From 2.59 - 1.80	From 51.99% -36%	Disagree
From 3.39 - 2.60	From 67.99% -52%	Medium (neutral)
From 4.19 - 3.40	From 83.99% -68%	Agree
From 4.20 - 5	From 100% - 84%	Strongly Agree

To interpret the results of the study and judge the level of response, the researchers relied on arranging the arithmetic averages at the level of the fields of the questionnaire and the level of the paragraphs in each field. The researchers determined the degree of approval according to the criterion adopted for the study.

**The Answer to the Study's Questions:**

**Q1-:** What is the availability of competitive advantage in the University of Palestine?

To answer the question, the mean, standard deviation, relative weight and order were used to find the degree of agreement. The results are shown in the following table:

**Table 6:** the arithmetic mean, standard deviation, relative weight, and ranking for each of the "competitive advantage" paragraphs

#	Paragraph	The Arithmetic Average	Standard Deviation	Relative Weight	Rank	Degree of Approval
1.	The university is interested in studying its competing universities and getting to know the services it provides	3.5667	0.99493	71.33%	7	Agree
2.	The university is interested in creating a good mental image in the local community	3.7778	0.93349	75.56%	2	Agree
3.	The university supports various activities such as	3.7191	0.83922	74.38%	3	Agree

	cultural and sports activities in order to reach all the needs and desires of the beneficiaries					
4.	The university offers new academic programs that are not present in the competing university	3.5333	0.91431	70.67%	9	Agree
5.	The university believes that cooperation between competing universities increases the opportunities for growth	3.8539	1.02858	77.08%	1	Agree
6.	The university reduces operational costs of operations by studying the life cycle of its projects	3.7000	0.85394	74.00%	5	Agree
7.	The university develops a strategic plan for growth in order to develop its services as a valuable addition to the university	3.5444	0.83681	70.89%	8	Agree
8.	The university develops a plan to manage potential risks to adapt to the changes	3.6067	0.80648	72.13%	6	Agree
9.	The university studies the strengths and weaknesses of competitors to achieve opportunities and excel	3.7159	0.77235	74.32%	4	Agree
10.	The university is working to increase the market share by opening new branches and strengthening its position	3.4333	0.82175	68.67%	10	Agree
<b>Total Marks</b>		3.6427	0.69153	72.85%		Agree

From the previous table, the following can be drawn:

- The arithmetic mean of the fifth paragraph, "The university believes that cooperation between competing universities increases the chances of growth" is equal to 3.85 (total score out of 5), meaning that the relative weight is 77.08%, and this means that there is high agreement by the sample members for this paragraph.
- The arithmetic mean of the tenth paragraph, "The University works to increase the market share by opening new branches and enhancing its position" is equal to 3.43, meaning that the relative weight is 68.67%, and this means that there is high approval by the respondents of this paragraph.

In general, it can be said that the arithmetic mean of creativity "equals 3.64, meaning that the relative weight is 72.85%, and this means that there is high agreement by the sample members for the items of the competitive advantage scale.

The researchers attribute this to the fact that the University of Palestine believes that cooperation between competing universities increases the opportunities for growth, and that the university is interested in creating a good mental image in the local community, and that the university supports various activities such as cultural and sports activities in order to reach all the needs and desires of the beneficiaries, and that the university It studies the strengths and weaknesses of competitors to achieve opportunities and excel, and that the university reduces the operational costs of operations by studying the life cycle of its projects, and the university develops a plan to manage potential risks to adapt to changes. The university sets a strategic plan for growth in order to develop its services as a valuable addition to the university, and the university offers new academic programs that do not exist in the competing university, and the university is working to increase the market share by opening new branches and strengthening its position.

These results are in agreement with some studies, such as a study (Shalash et al., 2011) that reached the competitiveness of drug companies that enabled them to achieve a competitive advantage in the direction of developing their market share and thus providing products with competitive prices and services at a distinct speed. As well as the study (Al-Smadi et al., 2010), which was the most important finding of a positive relationship between marketing innovation with its variables (management perception, consumer intervention, information marketing innovation) and sustainable competitive advantage.

#### **Selection of Assumptions:**

**H<sub>01</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses on enhancing the competitive advantage in the University of Palestine, due to the following demographic variables (Gender, Age Group, Academic Qualification, Years of Service, and Job Title).

#### **The main hypothesis is divided into a group of sub-hypotheses:**

**H<sub>01.1</sub>:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses on enhancing the competitive advantage in the University of Palestine, due to the gender variable.

To verify the validity of the hypothesis, the differences between the averages of the sample members according to the gender variable were calculated using the (T) test, and the following table explains that:

**Table 7:** means, standard deviations, and the value of "t" due to the gender variable

Section	Gender	Number of Items	Average	Standard Deviation	T Value	Significance Level	Indication
Total Score For Competitive Advantage	Male	71	3.6809	.57185	0.734	0.471	Not Sig.
	Female	19	3.5000	1.03226			

The previous table indicates that there are no statistically significant differences in the scale dimensions due to the gender variable in the competitive advantage measure.

The researchers noted that 78.9% of employees are males, while 21.1% are females, which is an excellent percentage with the reality of the labor market in Gaza Strip and according to the Ministry of Labor statistics that the percentage of males is always much higher than the percentage of females to the male reality in Gaza Strip.

**H<sub>01,2</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses on enhancing the competitive advantage in the University of Palestine due to the age group variable.

To test this hypothesis, the "one-way contrast" test was used, and the following table illustrates that.

**Table 8:** Results of the "single-factor variance" test for the variable of the age group

Section	Source	Sum of Squares	Degrees Of Freedom	Average of Squares	F Value	Significance Level
Total Score for Competitive Advantage	Between Groups	1.920	3	.640	1.354	.262
	Within Groups	40.641	86	.473		
	<b>Total</b>	42.561	89			

From the previous table, the following can be drawn:

It was found that the probability value (Sig.) Corresponding to the "one-way variance" test is higher than the significance level 0.05, the total score for competitive advantage. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates due to the age group variable.

As 28.9% of employees are in the age group less than 30 years old, 24.4% are from 30 - less than 40 years old, 35.6% are from 40 - less than 50 years old, and 11.1% are 50 years or more, so we find that there is no time difference. Large among the age groups, the majority of university employees are between thirty and fifty.

The researchers attribute this to the fact that the university is modern and young, and its keenness to choose competencies from different age groups according to the needs required by the jobs, whether on the administrative or academic levels

**H<sub>01,3</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses on enhancing the competitive advantage in the University of Palestine, due to the scientific qualification variable.

To test this hypothesis, the "one-way contrast" test was used, and the following table illustrates that.

**Table 9:** Results of the "one-size-fits-all" test for the scientific qualification variable

Section	Source	Sum of Squares	Degrees Of Freedom	Average of Squares	F Value	Significance Level
Total Score for Competitive Advantage	Between Groups	.640	2	.320	.664	.518
	Within Groups	41.922	87	.482		
	<b>Total</b>	42.561	89			

It was found that the probability value (Sig.) Corresponding to the test of "unilateral variance" is higher than the level of significance 0.05 total score for competitive advantage. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates attributable to the scientific qualification variable. As 42.2% of the employees are PhD holders and 27.8% are master's holders, and these represent 70% of the university's employees, and this is an excellent percentage that reflects the academics working at the university, and 30.0% are those with a bachelor's degree or less, and these represent employees in The administrative field within the university

The researchers attribute this to the fact that employees at the University of Palestine are those with higher qualifications and are exposed to the same conditions and all have their responsibilities, and in any case they have a sense of satisfaction and confidence in the university management and they have a sense of their social responsibilities.

**H<sub>01,4</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses on enhancing the competitive advantage in the University of Palestine due to the variable of years of service.

To test this hypothesis, the "one-way contrast" test was used, and the following table illustrates that.

**Table 10:** Results of the "single variance" test - years of service variable

Section	Source	Sum of Squares	Degrees Of Freedom	Average of Squares	F Value	Significance Level
Total Score for Competitive Advantage	Between Groups	.416	3	.139	.283	.838
	Within Groups	42.146	86	.490		
	<b>Total</b>	42.561	89			



It was found that the probability value (Sig.) Corresponding to the “one-way variance” test is higher than the significance level 0.05, the total score for competitive advantage. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates attributable to the years of service variable.

The researchers noted that 44.4% of employees have years of service of less than 5 years, 23.3% of those who have years of service of 5 - less than 10 years, and that 22.3% of those with years of service amounted to 10 - less than 15 years, and 10.0% of those who have years of service Their years of service from 15 years or more.

The researchers attribute this to the fact that the University of Palestine is a modern young university that uses and applies advanced technological standards and tools, and that all university employees have a feeling of satisfaction with their work and that they admire their work and feel a high type of social responsibility.

**H0<sub>1.5</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses on enhancing the competitive advantage in the University of Palestine due to the job title variable.

To verify the validity of the hypothesis, the differences between the averages of the sample members according to the job title variable were calculated using the (T) test. The following table explains that:

**Table 11:** the averages, standard deviations, and "t" value attributable to the job title variable

Section	Job Title	Number of Items	Average	Standard Deviation	T Value	Significance Level	Indication
<b>Total Score for Competitive Advantage</b>	Academic	62	3.6943	.57935	1.053	0.295	Not Sig.
	Administrative	28	3.5286	.89354			

The previous table indicates that there are no statistically significant differences in the scale dimensions attributable to the job title variable in the overall degree of competitive advantage.

The researchers noted that 68.9% of the university employees are academics, and 31.1% of the respondents are administrators, and this is an excellent percentage that is consistent with the university's goals and outputs.

The researchers attribute this to the fact that employees at the University of Palestine, whether academics or administrators, feel a sense of belonging to the university, so you find them keen through their sense of satisfaction and confidence in their management and their sense of their social responsibility regardless of their job title, whether academic or administrative.

These results are in agreement with some studies such as the study of (Volkova & Jakobson, 2016) and (Bouasha and Bin Mansour, 2012) the competitive advantage dimension within their study.

## Conclusion and Recommendations

### Conclusions

Through the statistical analysis of the questions and hypotheses of the study, the study reached the following results:

- A high level of satisfaction with the competitive advantage at the University of Palestine, where the percentage reached (72.85%).
- The absence of statistically significant differences in enhancing the competitive advantage according to demographic variables.

### Recommendations

In light of the findings of the results, the study came up with a set of recommendations, as follows:

- The university provides integrated electronic educational programs.
- The university monitors the public's opinions on a regular basis regarding the services provided by it.
- Working to enhance the university's competitive advantage by enhancing the university's human capital and knowledge.

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