

The Impact of the Application of Entrepreneurial Leadership on Competitive Advantage (Applied study on Dal Group)

Wafaa Abdelgader Ahmed Abdelgader¹, Ayman Hassan Al-Dairawi², Bushra Abdullah Saleh Al-Shehri³

¹Assistant Professor - Applied College for Girls in Khamis Mushait Faculty of Administrative Sciences - King Khalid University wafaagader@yahoo.com

²Teaching Staff of Strategic Planning and Entrepreneurship, Faculty of Management and Finance - Al-Aqsa University in Gaza, Aymanelderawi501@yahoo.com

³Teaching Staff: - Lecturer - Business Administration - King Khalid University - Applied College for Girls in Khamis Mushait, Bii7990@gmail.com

This research is supported by the General Research Program of the Deanship of Scientific Research - King Khalid University - Kingdom of Saudi Arabia - (GRP/211/43/1443 AH).

Abstract

The purpose of the study was to determine how entrepreneurial leadership contributes to an organization's ability to compete (an applied study on the Dal commercial group). The analytical descriptive technique was used in the investigation. There were 136 male and female responders in the study sample.

The study's findings showed that there is a statistically significant relationship between entrepreneurial leadership and the Dal Commercial Group's competitive advantage, as well as a statistically significant impact of entrepreneurial leadership in all of its manifestations (risk, creativity, strategic vision, and initiative).

The study produced a number of recommendations, such as:

1. The Dal Commercial Group needs to develop the capacity for critical decision-making.
2. When dealing with environmental developments, exercise caution to avoid making costly blunders.
3. The group should be eager to adopt hidden and fundamental presuppositions that are outside the realm of conventional wisdom.

Key words: Competitive advantage, entrepreneurial leadership, and Dal Group.

Introduction

There are numerous studies that demonstrate the importance of leadership in its various forms for the organization, particularly in the leadership of schools, based on the study of (Al-Qahtani, 2015: 493) which describes the leader, and On the other side, some leaders and officials still cling to the previous government and favor using this style of conventional leadership. Unfortunately, there are some negative phenomena that are readily apparent in Arab governmental organizations generally as a result of the management of their human resources, which continues to be one of the weakest aspects of Arab management because it is dominated by the traditional style of management that is out of step with the extent of the change that has affected the components of the environment surrounding the Arab management (Abu Nada: 2007: 36). In order to avoid the old traditional stereotyped leadership, there must be a significant shift in the organization's leadership management and a recourse to development of the leadership performance. Whether at the level of businesses or nations, management has emerged as a key to success, and study of it at universities and institutions has blossomed unlike any other science. According to a statement, although there are administratively advanced and administratively backward countries, there are no economically advanced and economically backward nations. (Dora: 2009: 12)

In order to assure the development of the business by fostering significant internal growth, the current study is focused on the entrepreneurial style of leadership. Entrepreneurial businesses can provide systematic and ongoing support for innovations. All organizations require entrepreneurial conduct to maintain growth in a fiercely competitive marketplace. (Mason, 2013: 388). Based on that, and due to the significant and significant influence of leadership in developing these projects' ideas and capabilities so that they become successful business projects, take dimensions and capabilities so that they have continuity, permanence, and development, as well as serving as the foundation of large projects appropriate to the needs of the local market (Al-Sakarna, 2006: 5).

First: The research issue and associated questions are:

Entrepreneurial leaders are characterized as individuals who put in every effort to achieve excellence. Successful people view themselves as leaders, not managers. In this way, they emphasize the organization's quality in all areas and express their opinions in light of the big picture. They care about all performance standards, which include doing the correct things, rather than just the method and ideas. (2015) (Qahtani: 444)

In situations where the entrepreneurial leadership is interested in advancing the achievement of the general objectives of the organization

to be able to reach excellence in enhancing competitive advantage, it has a significant impact on shaping the competitive advantage of organizations in order to improve it in front of internal and external beneficiaries in the community.

It was discovered through the Co-researchers' review of numerous prior studies in this area—including the studies of (Mazal, 2020), (Shireen, 2020), (Al-Ser, 2019), (Al-Nawafila, 2020), and (Al-Farra, 2018—that there are few studies and research that concentrate on studying the use of entrepreneurial leadership in boosting the competitive advantage of the organization. The Co-Researchers' analysis of all prior investigations revealed that these studies were connected to other dependent studies that did not rely on the competitive advantage. Consequently, it can be concluded that the primary issue with the study is as follows:

How much does entrepreneurial leadership contribute to boosting Dal Group's competitive advantage in the Republic of Sudan?

It raises the following series of related questions:

1. To what extent are the characteristics of entrepreneurial leadership that they represent (risk, innovation, strategic vision, initiative) available at the Dal Group?
2. To what extent has Dal Group been able to gain a competitive advantage?
3. Is there a connection between the Dal Group's competitive advantage and the entrepreneurial leadership variables?
4. How does entrepreneurial leadership affect Dal Group's competitive advantage?
5. Are there statistically significant differences between the study population's average replies about the usage of entrepreneurial leadership in Dal Group as a result of the study population's personal variables? (gender, age, educational level, occupation, years of experience, specialization)
6. Are there statistically significant differences in the study sample population's responses about gaining a competitive edge in the Dal Group based on the following factors: gender, age, educational attainment, occupation, years of experience, and specialization?

Second: The study's goals were as follows:

By examining the following goals, the planned study attempts to determine how using entrepreneurial leadership has improved the perception of private schools in Gaza Governorate.

1. Determining the Dal Group's level of leadership elements availability, including risk, creativity, strategic vision, and initiative.

2. Being aware of the extent to which the Dal Group can achieve a competitive advantage.

3. An explanation of the connection between achieving competitive advantage in the Dal Group and the entrepreneurial leadership qualities of risk, creativity, strategic vision, and initiative.

Finding out how (risk, innovation, strategic vision, initiative) affect the Dal Group's ability to gain a competitive edge.

Third: The Study's Importance

Theoretical significance comes first.

The following examples illustrate the theoretical significance:

1. This study, which sheds light on the subject of implementing entrepreneurial leadership in gaining competitive advantage in the Dal Group, is thought to be the first of its kind in the Republic of Sudan, according to the knowledge and expertise of the Co-researchers.

2. Because it is one of the few studies on the topic, this study may be used in the near and far future to inform other types of scientific research.

3. The study is focused on the outcomes, analyses, and scientific suggestions in the Dal Group's use of entrepreneurial leadership, which enables it to maximize competitive advantage.

4. The co-researchers anticipate that all scholars with an interest in this area, as well as "local and worldwide" Arab and Palestinian libraries, will find this study to be of considerable use.

Second: Relevance of the Application

The following illustrates the practical importance:

This study and research focuses on knowledge to affect a fundamental change in the organization's leaders in order to strengthen the competitive advantage. The co-researchers emphasize the value of entrepreneurial leadership in attaining significant success in many businesses and identifying the strengths and flaws that contribute to the solutions of various issues facing the leadership and employees while at work.

Fourth: The study's hypotheses:

In order to describe the research topic and provide answers to its problems, four hypotheses were developed:

In order to respond to the questions, fulfill the goals of the study, and derive the findings, two key hypotheses were developed and tested:

The application of entrepreneurial leadership and the enhancement of competitive advantage in the Dal Group have a statistically significant link at the significance level (0.05).

The use of entrepreneurial leadership improves the attainment of competitive advantage in the Dal Group, and this effect is statistically significant at the level of significance (0.05).

The following variables do not affect the study sample population's responses about the usage of entrepreneurial leadership in the Dal Group in a statistically significant way at the level of significance (0.05). (gender, age, educational level, occupation, years of experience, specialization).

The following characteristics are not associated with any statistically significant variations in the replies of the study sample population regarding attaining a competitive edge in the Dal Group, according to the fourth hypothesis: (gender, age, educational level, occupation, years of experience, specialization).

Five: Research variables

Entrepreneurial leadership is a representation of the independent variable (risk, innovation, strategic vision, initiative).

Competitive advantage is a representation of the dependent variable.

As for individual differences (gender, age group, educational qualification, years of experience, job title).

leadership in entrepreneurship:

Preamble:

Entrepreneurial leadership, according to the co-researchers, is a fresh and contemporary form of leadership that combines entrepreneurial and leadership traits. Because corporations are constantly looking to expand with cutting-edge administrative traits and systems, entrepreneurial leadership also focuses on developing new goods, new processes, and prospects for development of existing businesses. This chapter attempts to recognize the notion of entrepreneurial leadership, its genesis, its features and qualities, and the tactics of the entrepreneurial leader because it has just emerged as a new phenomenon in corporate management that has to be examined. First: Definition of leadership

Since there isn't a single, widely accepted definition of entrepreneurial leadership or a comprehensive definition that encompasses all forms of leadership and their characteristics, the concept of entrepreneurial leadership varies depending on events, culture, and community. However, it is linked to the characteristics that make a person stand out in that community. (Mas: 2007:5).

Al-Agha (2009: 4) defined leadership as the capacity, construction, analysis, and talent to perceive opportunity where others do not. Leadership is also the initiative and construction to complete the construction of the project.

According to the Sakarna (2006: 17), leadership entails being the first in the arena and triumphing there, and it is a brand-new and original concept.

According to Naresh (2019: 411), an entrepreneur is someone who takes on leadership responsibilities and is focused with bringing new ideas for products or services into the marketplace to fruition.

Instead of being presented as a forerunner to new economic activity that results in market change, Davidsson (2004:1) defines entrepreneurship as the competitive behaviors that drive the market process.

According to the Co-Researchers, entrepreneurial leadership is broad-minded influence that positively affects others to get them to think creatively and attain the highest level of mastery of the desired goals.

The second point is the significance of entrepreneurial leadership, which is demonstrated by the fact that it plays a significant part in all administrative operations, increases effectiveness, and serves as a tool for the business to achieve its objectives. Any administrative organization's definition now depends on its level of leadership (Abu Nada: 2007: 48).

Here, we discuss a few of the findings that the researcher was able to draw because of the significance of entrepreneurial leadership:

1. It is regarded as a conduit between the juniors and the institution's long-term goals and objectives (Abu Nada: 2007: 49)
2. Leadership must choose fresh chances in the right circumstance and time for their implementation in order to generate a unique and specific service. This will inspire creative minds within the organization. (Mason: 2013:8)
3. Leadership helps to promote ongoing innovation by timely time management, the use of administrative fundamentals, and a clear entrepreneurial approach.

The researcher will be able to contribute and clarify the significance of entrepreneurial leadership through the importance of it as it is a requirement in any successful administrative organizational structure. Entrepreneurial leadership works to motivate and facilitate skill development and helps to identify opportunities with high skill by outlining the objectives needed to seize them. According to the aforementioned, the researcher thinks that number 2, which fosters innovative mindsets in accordance with the particular scenario and time

of implementing a product, is the most crucial component of the significance of entrepreneurial leadership.

The following three aspects of entrepreneurial leadership:

The first factor:

The danger:

This characteristic sets the entrepreneurial leader apart from other people or leaders because he or she has a risk-taking temperament. This leader also tends to be bold, accept the future consequences of his or her accomplishments, and consistently enhances the degree of risk-taking inclination.

He was informed through a research of Gadimat (2019: 25) that launching a new and distinct firm is a risky endeavor, and that anyone looking to launch the production of a new good or service is referred to as an entrepreneur because doing so entails some level of risk. According to Maghawry (2017: 546), risk is a crucial component of entrepreneurship since it's critical to execute everything that is novel and different while avoiding failure and fear, and to work toward achieving the necessary goals and bearing the desired results.

The co-researchers hold that taking risks involves planning and carrying out novel, inventive activities as long as the outcomes are uncertain and as long as administrative authority is taken into account.

A second factor is creativity.

According to Subai'i (2019: 7), the ability of the leader to inspire juniors and to come up with novel, innovative ideas and methods in order to lessen issues, enhance performance, and enhance services. Ahmed (2020: 438), on the other hand, characterized creativity as something that is ready for execution and that must be changed from a concept into a specific product through an existing notion, subject to the requirement that it be realized beforehand. According to (Mknasi: 2017: 7), creativity is the process that results in novel ideas that, when put into practice, are of a beneficial and socially acceptable character. According to Murad (2010: 3), creativity is linked to the interaction between the local community and the person's own resources and has a significant impact on both the educational process and the level of community awareness of the outside world. According to McNassi (2017: 91), innovation through the development of innovative ideas that result in improvements that are advantageous to the organization is the best way to help the organization reach its goals, which include making qualitative and quantitative leaps in a variety of disciplines.

The Co-Researchers in this case believe that creativity is any deviation from the norm and thinking outside the box, as creativity is an intellectual process that includes a number of improvements and

intellectual additions through which a person strives for the best, and it is through a unique idea, provided that the individual has the capacity to feel and inspire to think differently.

The strategic vision is the third dimension.

Vision entails establishing capacity, and this capacity is influenced by a variety of elements, such as managerial vision, competency, and capacity, logistical and technology profiles, as well as access to the company's financial resources. Realistic and doable vision is good vision. It represents the objectives of its parts and is a challenge for the entire company. Fear of making mistakes, an unwillingness to deal with uncertainty, and a lack of challenge can all destroy a vision. 225 (Naufal, 2020)

A vision is a flawless, vivid description of the intended result that motivates, inspires, and aids in creating a mental image of your objective. It could be a vision for a certain aspect of your life or the result of a task or objective. The vision describes the most up-to-date information and anticipated outcomes, but some extend further into the future. A strategic vision statement for projects should be focused on the desired result for the organization and its product. 2008:1 (McGowan & Sykes)

The strategic vision, according to the co-researchers, identifies the organization's future goals. It represents the organization's upbeat outlook on the future.

Proactivity or initiative is the fourth dimension.

Proactive: The capacity of the entrepreneurial leader to give the organization its distinct competitive advantage over rival organizations by consistently delivering new services that suit the needs of the beneficiaries and to strengthen the organizational competitive culture (Al Sarhan and Al-Makhlafi: 2019: 222)

People who are proactive and initiative recognize possibilities and seize them, showing initiative, action, and persistence until they effect significant change. People who are not proactive, however, exhibit the opposite behaviors: they are unable to recognize (Crant: 1996: 43)

In order to bring about change and take on a different shape, proactivity is defined as "a perspective that seeks possibilities, entails providing new products or services ahead of competition, and acts in anticipation of future demand" (Sebora & Theerapatvong: 2009: 2)

The co-researchers from the earlier definitions discover that initiatives or proactive steps entail foreseeing events rather than waiting for them to occur, which entails shocking the market among rival businesses with a novel good or service that other businesses do not anticipate, with full responsibility on the entrepreneur.

Institutional excellence is defined as:

The concept of institutional excellence has been defined in numerous books, studies, and research projects. This diversity demonstrates the significance of the idea, which led modern administrative techniques to concentrate their efforts on this task. Administrative efforts have continued, and contemporary administrative approaches that defined the concept of effectiveness that focuses on achieving the goals of the entire organization in light of numerous environmental changes have been used. Institutional excellence terms such as teamwork, work teams, quality of life, climate, and organizational culture have also been used (Zayed, 2013: 86)

Institutional excellence is defined as an organization's desire to take advantage of important possibilities, preceded by good strategic planning and dedication to achieving a shared vision characterized by purposefulness, adequacy of resources, and performance zeal (Atallah, 2008: 170).

Nohria (2003: 43) stated that every individual's action or activity strengthens and improves achievement inside the organization, which encompasses many of the work forces that make up the organizational structure.

Below is a quick summary of Dal Real Estate Development Co., Ltd.

Soba Real Estate Development Company Limited, Al-Sunt Development Company Limited, and Al-Multaqa Urban Development Company are all part of Dal Real Estate Development Company. Due to the establishment of an integrated architectural environment in terms of infrastructure and utilities, taking into account the structural map of Khartoum State, they are thought to be the most effective partnerships with the public sector.

Only the actors, Hammam Hani Hassan Al-Khidr, General Manager of Dal Real Estate Development Co. Ltd., and Eng. Mohamed Ali Mohamed Al-Hassan Ahmad, Project Services Coordinator, deserve credit for the excellent facilities and facilities provided for distributing the questionnaire, in addition to their friendly faces and welcoming hospitality.

Previous research

- Study (Mazeal: 2020) The modified impact of learning orientation on the link between entrepreneurial leadership and employees' creative behavior is the subject of the study.

The study's objectives were to investigate how learning orientation affects entrepreneurial leadership and how to increase the role of entrepreneurial leadership in order to preserve levels of stability and

foster employees' innovative behavior. Employees of banks in Iraq made up the study's population and sample, while 368 people made up the sample population.

Results:

1. Creative leadership and creative behavior have a somewhat good link.
2. Due to the continually changing environment surrounding the community as a whole, entrepreneurial leadership is a notion that is regularly updated.

Entrepreneurial leadership is a crucial to the strategic success of Egyptian institutions, according to a study from (Shireen: 2020).

The study sought to highlight the importance of entrepreneurial leadership, how Egyptian universities may benefit from it in order to succeed strategically, and how Egyptian universities could succeed strategically in light of the introduction of entrepreneurial leadership. Study Methodology: Considering that the study population is made up of Egyptian universities in the Arab Republic of Egypt, the researcher chose the descriptive approach because it goes beyond analysis and interpretation.

Results:

1. Contemporary administration trends like "entrepreneurial leadership" must be adopted because traditional leadership techniques are no longer adequate to satisfy the needs of Egyptian institutions.
2. Entrepreneurial leadership strengthens institutions to support ongoing scientific and technical advancements.
3. Entrepreneurial leaders that possess the qualities of creativity, initiative, and risk tolerance are superior to other leaders.

"Improving the practice of academic leaders in the faculties of Al-Azhar University for the dimensions of entrepreneurial leadership" is the study's (Ahmed: 2020) title.

The goal of the study was to further the use of entrepreneurial leadership practices by academic leaders in the faculties of Al-Azhar University (strategic vision, initiative, creativity, anticipated risk).

The teaching staff of Al-Azhar University in Egypt made up the study population and sample, and the researcher used a random sample of the study population to adopt (389) respondents.

The study's findings are: The survey found that academic leaders at Al-Azhar University often practiced leadership to a poor degree, with a relative weight of 0. (1.64).

The Greater Amman Municipality was the subject of an applied study by Al-Faouri (2012) titled "The Impact of the Effectiveness of Organizational Resource Planning on Institutional Performance Excellence."

The purpose of the study was to examine the dimensions of these systems' effectiveness (information quality, system quality, and user satisfaction) in order to determine how well the organization's resource planning systems contribute to achieving organizational performance excellence in the Greater Amman Municipality. 100 Finance Department employees made up the sample. The Greater Amman Municipality's workforce made up the study population. There is a statistically significant relationship between the effectiveness of the use of resource planning systems according to the dimensions (information quality, system quality, and user's satisfaction) combined in achieving institutional excellence where all dimensions are applied to a high degree, according to the research, which was conducted using a descriptive analytical approach. Planning and the best use of the Municipality's resources require the application of the dimensions of institutional performance excellence to a high degree and with an 82% relative weight. It is also necessary to improve system users' capabilities by regularly holding specialized training sessions and to implement the principle of increasing employees' effectiveness in the formulation of decisions through their use of

The impact of educated organization features in achieving institutional excellence, according to Al-2010 Nusour's study. This study sought to shed light on how the Jordanian Ministry of Education and Scientific Research achieved institutional excellence in relation to the characteristics of the learning organization (continuous education, conversation, action teams, empowerment, Contact and Communication).

The researcher created a questionnaire with (50) items to gather primary data from a sample in order to accomplish the study's goals. The Statistical Package for Social Sciences (SPSS) tool was used to gather data, analyze it, and test hypotheses in light of this. 194 employees of the Ministry with a bachelor's degree or higher made up the study sample.

The study's findings revealed that the Jordanian Ministry of Education and Scientific Research had a medium level and a relative weight of 67% of the characteristics of a learning organization, including dialogue, action teams, empowerment, contact, and communication. Additionally, the leadership excellence, human resources excellence, operations excellence, knowledge excellence, and financial excellence dimensions of institutional excellence at the Jordanian Ministry of Education and Scientific Research were moderate and had a relative weight of 64%. Additionally, the Jordanian Ministry of Education and Scientific Research exhibits elements of a learning organization.

The study's findings also revealed that the responses of the respondents did not differ statistically significantly based on their gender, age, level of education, or years of experience.

Data analysis and hypothesis testing

1- Field study procedures:

Study population and sample:

The main population of the study consists of employees of Dal Company, Khartoum, Sudan, and the total number of the population is (150) employees. The study sample items were selected using a simple random sampling method, and the questionnaire was designed electronically. (150) questionnaires were distributed electronically and responded by (136) respondents, with a response rate of approximately 90.6% of the distributed questionnaires.

Coding and data entry for statistical analysis:

The Likert Scale, which has five points, was used by the co-researchers. Strongly agree (5 points), agree (4 points), neutral (3 points), disagree (2), and strongly disagree (1) were the weights assigned to each grade on the five-point Likert scale (1). Hypothetical mean = total weights / total weights = 15/5 = 3. If the actual mean value is higher than the fictitious mean value, the respondents' responses are showing a positive trend, and vice versa.

The statistical analysis method used in the study:

In order to analyze the data, the Statistical Package for Social Sciences (SPSS) application was used in conjunction with a number of statistical techniques, including running a reliability test using the "Cronbach's Alpha coefficient" (Cronbach's alpha). It was used to confirm the accuracy of performance and descriptive statistics techniques, which employ frequencies, percentages, and standard deviation to gauge how widely apart the respondents' responses to each arithmetic mean expression were from one another. Additionally, the five-point Likert scale was used to determine the reference average for the sample's responses in order to gauge the respondents' perspectives. The regression model was used to evaluate the study's hypotheses, and the chi-square test (2) was utilized to see whether the respondents' responses varied from one another.

The reliability and validity of the tool (questionnaire):

Table (1): Reliability coefficients for the scale expressions using the alpha-Cronbach method

The reliability coefficient	The validity coefficient	The number of statements
-----------------------------	--------------------------	--------------------------

0.94	0.97	32
------	------	----

Source: Prepared by the Co-researchers from the data of the 2022 field study questionnaire.

The value of the validity coefficient is 97%, which is a high degree of honesty, and the value of the total reliability coefficient is 94%, which is a high degree. This information indicates that the questionnaire has both a high degree of reliability and a high degree of honesty.

2- Data analysis and hypothesis testing:

a. Data analysis:

Variable	Statement	Number	Percentage %
Gender	Male	30	22.2
	Female	106	77.8
	Total	136	100.0
Age	More than 50 years	24	16.7
	From 18-30 years	41	30.6
	From 31 -50 years	71	52.8
	Total	136	100.0
	Diploma and less	45	33.3
Educational Level	BSc /BA	68	50.0
	MSc/MA	23	16.7
	PhD	0	0
	Total	136	100.0
	Employee	71	52.8
Functional / Job	General Manager	4	2.8
	Department Head	19	13.9
	Administrator	30	22.2
	Other	12	8.3
	Total	136	100.0
Years of experience at Dal Food	15 years and more	42	30.6
	Less than one year	18	13.
	From one year and less than 10 years	38	27.8
	From 10 years and less than 15 years	38	27.8
	Total	136	100.0

Source: Prepared by the Co-researchers based on field study data, 2022.

Independent Variable: Entrepreneurial Leadership

Table (3): shows the frequencies and percentages of the first dimension statements: Risk

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1- Dal Group has the ability to adapt to new working conditions	87	41	4	4	0
	63.9	30.96	2.8	2.8	0
2- Dal Group makes critical business decisions.	80	52	0	0	4
	58.3	38.9	0	0	2.8
3- Dal Group has the ability to adapt to new working conditions.	45	72	11	8	0
	33.3	52.8	8.3	5.6	0
4- Dal Group is keen not to make major mistakes during their handling of the developments.	80	48	8	0	0
	58.3	36.1	5.6	0	0
5- Dal Group has the ability to take important decisions and bear its responsibility.	80	52	4	0	0
	58.3	38.9	2.8	0	0
Dimension as a whole	74	53	7	5	0
	54.4	39.4	3.9	2.2	0

Source: Prepared by Co-researchers based on field study data, year 2022.

According to the above table, we find:

1. That the statement "Dal Group has the ability to adapt to new work situations" is supported by 63.9% of the population in the survey sample, 30.6% agree, 2.8% are neutral, and 2.8% disagree.
2. That the "first dimension: risk" is supported by 54.4% of all responses from the study sample population, 39.4% agree, 14.0% are indifferent, 3.9% disagree, and 2.2% strongly disagree.

This is justified as the Dal Real Estate Company is characterized by the ability to take risks because of the Dal Real Estate Company's ability to adapt to the new conditions at work, in addition to the fact that Dal Real Estate Company's keenness not to make major mistakes during their handling of developments, and Dal Real Estate Company is keen to make important decisions and bear their responsibility.

Table (4): Frequencies and Percentages of Second Dimension statements: Creativity:

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1- Dal Group is keen on	60	72	4	0	0

developing the spirit of innovation to enhance employees	44.4	52.8	2.8	0	0
2- Dal Group presents useful methods, means and ideas for work.	72	53	11	0	0
	52.8	38.9	8.3	0	0
3- Dal Group encourages creative solutions to unusual problems.	56	72	4	4	0
	41.7	52.8	2.8	2.8	0
4- Dal Group encourages change or new experiences.	18	16	0	2	0
	50.0	44.4	0	5.6	0
5- Dal Group adopts invisible and in-depth assumptions that are outside the ordinary box of ideas.	60	60	11	5	0
	44.4	44.4	8.3	2.8	0
Dimension as a whole	63	63	6	3	0
	46.7	46.7	4.4	2.2	0

Source: Prepared by Co-researchers based on field study data, year 2022. From the above table we find:

1. That 44.4% of the study sample population strongly agree with the statement " Dal Group is keen on developing the spirit of innovation to enhance employees", 52.8% agree and 2.8% are neutral.

2. That 46.7% of the total answers of the study sample population strongly agree with the second dimension: creativity", 46.7% agree, 4.4% are neutral, and 2.2% do not agree.

This is justified, as the Dal Real Estate Company is characterized by the ability to be creative, due to the development of the spirit of innovation among the employees and the keenness to promote and motivate creative employees, in addition to the keenness of the Dal Real Estate Company to support employees to put forward useful methods, means and ideas for work.

Table (5): Frequencies and Percentages of the third Dimension Statements: Strategic Vision:

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1- Dal Group operates in the light of a well-defined and clear-cut defined strategic plan.	75	53	4	4	0
	55.6	38.9	2.8	2.8	0
2- Dal Group implements the strategic vision effectively and in the field	87	38	7	4	0
	63.9	27.8	5.6	2.8	0
3- Dal Group takes advantage of different trends to discover opportunities and achieve excellence	83	49	0	4	0
	61.1	36.1	0	2.8	0
4- Dal Group provides accredited training workshops to develop the	60	45	20	11	0
	44.4	33.3	13.9	8.3	0

capabilities and skills of employees					
5- Dal Group seeks to provide appropriate operational plans for development plans	56	68	8	4	0
	41.7	50.0	5.6	2.8	0
Dimension as a whole	72	50	8	6	0
	53.3	37.2	5.6	3.9	0

Source: Prepared by Co-researchers based on field study data, year 2022.

From the above table we find:

1. That 55.6% of the study sample population strongly agree that "Dal Group operates in the light of a well-defined and clear-cut defined strategic plan", 38.9% agree, 2.8% are neutral, and 2.8% do not agree.

2. That 53.3% of the total answers of the study sample population strongly agree with the "third theme: the strategic vision", 37.2% agree, 5.6% are neutral and 3.9% disagree.

This is justified, as the Dal Real Estate Company is distinguished by an insightful strategic vision, due to the company's management adopting strategic plans with specific goals and clear parameters, in addition to the implementation of the Dal Real Estate Company's strategic vision in an actual and field manner.

Table (6): Frequencies and Percentages of Fourth Dimension
Statements: Initiative:

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1- The Dal Group allows to take advantage of the capabilities and capacities of the employees to run the work.	76	52	4	4	0
	58.3	36.1	2.8	2.8	0
2- Dal Group seeks to invest in new business opportunities.	49	76	11	0	0
	36.1	55.6	8.3	0	0
3- Dal Group is looking forward to participate in the multi-tasking.	60	72	4	0	0
	44.4	52.8	2.8	0	0
4- Development of Dal Al-Enjaz Company by harnessing new entrepreneurial ideas.	52	72	8	4	0
	38.9	52.8	5.6	2.8	0
5- Dal Group is keen to change business strategies when results are not achieved.	45	68	23	0	0
	33.3	50.0	16.7	0	0
Dimension as a whole	57	67	10	2	0
	42.2	49.4	7.2	1.1	0

Source: Prepared by Co-researchers based on field study data, year 2022.

From the above table we find:

1. That 58.3% of the study sample population strongly agree that Dal Group allows to take advantage of the capabilities and capacities of the employees to run the work., 36.1% agree, 2.8% are neutral, and 2.8% disagree.

2. That 42.2% of the total answers of the study sample population agree strongly with the "Fourth Dimension: Initiative", 49.4% agree, 7.2% are neutral, and 1.1% disagree.

This is justified, as Dal Real Estate Company is characterized by initiative, which is a key feature of the leading companies, due to the company's ability to benefit from the capabilities and capacities of employees to run the work, in addition to the company's ability to invest new opportunities in business.

Table (7): Frequencies and Percentages of statements of the Dependent Variable: Competitive Advantage

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1- The company offers unique products that are characterized by high quality in terms of their importance to customers	106	30	0	0	0
	77.8	22.2	0	0	0
2- The company takes into account the speed of its products reaching customers and follows up any emergency problem in it	87	49	0	0	0
	63.9	36.1	0	0	0
3- The company focuses on reducing costs in order to support the policy of selling at the lowest prices	42	53	26	15	0
	30.6	38.9	19.4	11.1	0
4- The company relies on high-level experts in designing any new products before putting them on the market	94	0	42	0	0
	69.4	0	30.6	0	0
5- The company, when designing new products, takes into account the environment, customs and traditions of Sudanese community	79	57	0	0	0
	58.3	41.7	0	0	0
6- The company follows the most important developments in the design of similar products around the world	72	64	0	0	0
	52.8	47.2	0	0	0
7- The company focuses on innovating new ways to build and	76	56	4	0	0
	55.6	41.7	2.8	0	0

improve its products permanently					
8- The company, when examining applicants to work for it, focuses on the applicant's creative sense	45	68	15	8	0
	33.3	50.0	11.1	5.6	0
9- The company conducts continuous and advanced courses for technicians responsible for product design	49	64	23	0	0
	36.1	47.2	16.7	0	0
10- The company is interested in making permanent and continuous improvements in the design of its products to keep pace with technological development	79	53	4	0	0
	58.3	38.9	2.8	0	0
11- The company introduces new technologies to work on raising the quality and performance of its products in an innovative way	68	64	4	0	0
	50.0	47.2	2.8	0	0
12- The company's product prices are competitive with the prices of other competing companies	53	64	8	11	0
	38.9	47.2	5.6	8.3	0
Dimension as a whole	71	52	10	3	0
	52.1	38.2	7.6	2.1	0

Source: Prepared by the Co-researchers based on field study data, year 2022.

From the above table we find:

1. 22.2% highly agree with the statement that "The company offers unique items that are defined by excellent quality in terms of their value to customers," and 77.8% of the study sample population strongly agree.
2. That the "dependent theme: competitive advantage" is supported by 52.1% of all responses from the study sample population, 38.2% agree, 7.6% are neutral, and 2.1% disagree.

This is justified, as Dal Real Estate has the ability to offer products in the labor market that bear several competitive advantages and is also a major feature of the leading companies, by providing the company with unique products characterized by high quality in terms of its importance to customers, taking into account the speed of its products reaching Customers and following up on any emergency problem. The company's focuses on reducing costs in order to support the policy of selling at the lowest prices.

Table (8): Arithmetic means, standard deviations, and chi-square test values for the statements of first-dimension (Risk)

No.	Statement	Chi square value	Degree of Freedom	probability value	Arithmetic mean	Standard deviation	Median	Conclusion
1	Dal Group has the ability to adapt to new working conditions	36.444	3	0.00	4.56	.695	5.00	Function
2	Dal Group makes critical business decisions	17.167	2	0.00	4.53	.654	5.00	Function
3	We always get useful tips to prepare for any issues in the future	21.556	3	0.00	4.14	.798	4.00	Function
4	Dal Group is keen not to make major mistakes while dealing with developments	15.167	2	0.00	4.53	.609	5.00	Function
5	Dal Group has the ability to take important decisions and bears its responsibility	17.167	2	0.00	4.56	.558	5.00	Function
	The dimension as a whole	146.88	3	0.00	4.46	.680	5.0	Function

Source: Prepared by Co-researchers based on field study data, year 2022.

The aforementioned table reveals that all of the probabilistic chi-square test results for the first theme's assertions are less than 0.05 and statistically significant, indicating that there are statistically significant differences in the respondents' responses. We discover that the arithmetic mean is higher than the fictitious mean given its value (3). As a result, the opinions of the respondents about the first dimension's claims were collected.

Table (9): Arithmetic means, standard deviations, and values of the chi-square test for statements of the second dimension (creativity).

No.	Statement	Chi square value	Degree of Freedom	probability value	Arithmetic mean	Standard deviation	Median	Conclusion
1	Dal Group has the ability to adapt to new working conditions	15.500	2	0.02	4.42	.554	4.00	Function
2	Dal Group makes critical business decisions	11.167	2	0.02	4.44	.652	5.00	Function
3	We always get useful tips to prepare for any issues in the future	29.333	3	0.02	4.33	.676	4.00	Function
4	Dal Group is keen not to make major mistakes while dealing with developments	12.667	2	0.02	4.39	.766	4.50	Function
5	Dal Group has the ability and responsibility to make important decisions	22.000	3	0.17	4.31	.749	4.00	Non-Function
	The dimension as a whole	135.37	3	0.00	4.38	.678	4.0	Function

Source: Prepared by Co-researchers based on field study data, year 2022.

The aforementioned table reveals that the majority of the probabilistic chi-square test results for the second theme's statements are less than 0.05, which is statistically significant, indicating that there are statistically significant differences in the respondents' responses. We discover that the arithmetic mean is higher than the fictitious mean given its value (3). As a result, the opinions of the respondents about the second dimension's statements were accepted.

Table (10): Arithmetic means, standard deviations, and chi-square test values for the third theme statements (Strategic vision):

No.	Statement	Chi square value	Degree of Freedom	probability value	Arithmetic mean	Standard deviation	Median	Conclusion
1	Dal Group operates in the light of a well-defined and clearly defined strategic plan	30.444	3	0.00	4.47	.696	5.00	Function
2	Dal Group implements the strategic vision effectively and in the field	34.444	3	0.00	4.53	.736	5.00	Function
3	Dal Group takes advantage of different trends to discover opportunities and achieve excellence	18.500	2	0.00	4.56	.652	5.00	Function
4	Dal Group provides accredited training workshops to develop the capabilities and skills of employees	12.222	3	0.00	4.14	.961	4.00	Function
5	Dal Group seeks to provide appropriate operational plans for development plans	25.556	3	0.00	4.31	.710	4.00	Function
	The dimension as a whole						5.0	Function

Source: Prepared by Co-researchers based on field study data, year 2022.

The aforementioned table reveals that all of the probabilistic chi-square test results for the third theme's assertions are less than 0.05 and statistically significant, indicating that there are statistically significant differences in the respondents' responses. We discover that the arithmetic mean is higher than the fictitious mean given its value (3). As a result, the opinions of the respondents about the third dimension's remarks were accepted.

Table (11): Arithmetic means, standard deviations, and values of the chi-square test for the statements of the fourth dimension: (initiative).

No.	Statement	Chi square value	Degree of Freedom	probability value	Arithmetic mean	Standard deviation	Median	Conclusion
1	Dal Group allows to take advantage of the capabilities and capacities of the employees to conduct the work	32.000	3	0.00	4.50	.697	5.00	Function
2	Dal Group seeks to invest new opportunities in work	12.167	2	0.00	4.28	.615	4.00	Function
3	Dal Group is looking forward to participate in the multitasking	15.500	2	0.00	4.42	.554	4.00	Function
4	Evolution of Dal Group by harnessing New Entrepreneurial Ideas	26.444	3	0.00	4.28	.701	4.00	Function
5	Dal Group is keen to change business strategies when results are not achieved	6.000	2	0.00	4.17	.697	4.00	Function
	The dimension as a whole	128.22	3	0.00	4.33	.659	4.0	Function

Source: Prepared by Co-researchers based on field study data, year 2022.

The aforementioned table reveals that all of the probabilistic chi-square test results for the third theme's assertions are less than 0.05 and statistically significant, indicating that there are statistically significant differences in the respondents' responses. We discover that the arithmetic mean is higher than the fictitious mean given its value (3). As a result, the opinions of the respondents about the third dimension's remarks were accepted.

Table (12): Arithmetic means, standard deviations, and chi-square test values for statement of the dependent variable: (Competitive advantage).

No	Statement	Chi square value	Degree of Freedom	probability value	Arithmetic mean	Standard deviation	Median	Conclusion
1	1 The company offers unique products that are characterized by high quality in terms of their importance to customers	11.11	1	0.00	4.78	.422	5.00	Function
2	The company takes into account the speed of its products reaching customers and follows up any emergency problem therein.	2.78	1	0.10	4.64	.487	5.00	Function
3	The company focuses on reducing costs in order to support the policy of selling at the lowest prices	6.44	3	0.09	3.89	.979	4.00	Function
4	The company relies on high-level experts to design any new products before putting them on the market	5.44	1	0.02	4.39	.934	5.00	Function
5	The company, when designing new products, takes into account the environment, customs and traditions of the Sudanese community	1	1	0.32	4.58	.500	5.00	Function
6	The company follows the most important developments in the design of similar products around the world	0.11	1	0.74	4.53	.506	5.00	Function
7	The company focuses on innovating new ways to build and improve its products permanently	16.17	2	0.00	4.53	.560	5.00	Function
8	The company, when examining its applicants, focuses on the applicant's creativesense	18.22	3	0.00	4.11	.820	4.00	Function

9	The company conducts continuous and advanced courses for technicians responsible for product design	5.17	2	0.08	4.19	.710	4.00	Function
10	The company is interested in making permanent and continuous improvements in the design of its products to keep pace with technological development	17.17	2	0.00	4.56	.558	5.00	Function
11	The company introduces new technologies to work on raising the quality and performance of its products in an innovative way	15.17	2	0.00	4.47	.560	4.50	
12	The company's product prices are competitive with those of other competing companies	19.33	3	0.00	4.17	.878	4.00	
	The theme as a whole	299.66	3	0.00	4.40	.721	5.0	Function

Source: Prepared by Co-researchers based on field study data, year 2022.

The aforementioned table reveals that the majority of the probabilistic chi-square test results for the dependent variable's statements are less than 0.05 and statistically significant, indicating that there are statistically significant differences between the respondents' responses. We discover that the arithmetic mean is higher than the fictitious mean given its value (3). As a result, the opinions of the respondents on the dependent variable's "competitive advantage" claims were accepted.

Second: hypothesis testing

Presentation and discussion of the results of the main hypothesis:

There is a statistically significant link between entrepreneurial leadership and competitive advantage, according to the study's first hypothesis. Building the model with entrepreneurial leadership as an independent variable (x) and competitive advantage as a dependent variable (y) allowed researchers to test the hypothesis. The results are shown in the following table:

Table (13): Results of simple linear regression analysis of the main hypothesis:

	Regression coefficients	(t) test	(p value (Sig))	Interpretation
$\hat{B}_0$	11.260	1.847	.0730	Non-significant
$\hat{B}_1$	.4730	6.851	.0000	Significant
Correlation coefficient (R)	0.76			
Coefficient of determination R^2	0.58			
(F) Test	46.943	Significant Model		

Source: Prepared by Co-researchers based on field study data, year 2022.

The above table shows that:

1. As determined by the estimation, there was a significant direct link between entrepreneurial leadership, which was an independent variable, and competitive advantage, which was a dependent variable (0.76).
2. The coefficient of determination (R) attained a value of (0.58), which means that entrepreneurial leadership, as an independent variable, contributes (58%) to the competitive advantage (the dependent variable).
3. The basic regression model is significant, and the test's (F) value attained a value of (46.943), which determines the significance threshold (0.00).
4. 11,260 is the average competitive advantage when entrepreneurial leadership is zero.
5. .4730 which means that entrepreneurial leadership increases the competitive advantage by .4730.

The study's primary premise, "There is a statistically significant association between entrepreneurial leadership and competitive advantage," has thus been proven correct, according to the information shown above.

Presentation and discussion of the results of the first hypothesis:

There is a statistically significant association between risk and competitive advantage, according to the study's first premise. Building the model with the risk represented by (x1) as an independent variable and the competitive advantage as the dependent variable represented by (y), as shown in the accompanying table, allowed the hypothesis to be tested:

Table (14): Results of simple linear regression analysis for the first hypothesis:

	Regression coefficients	(t) test	(p value (Sig))	Interpretation
$\hat{B}_0$	20.991	3.321	.002	Significant
$\hat{B}_1$	1.428	5.069	.000	Significant
Correlation coefficient (R)	0.66			
Coefficient of determination R^2	0.43			
(F) Test	25.692	Significant Model		

Source: Prepared by Co-researchers based on field study data, year 2022.

The above table shows that:

1. As a consequence of the estimation, it was determined that risk, which was an independent variable, and competitive advantage, which was a dependent variable, had a direct association (0.66).
2. The coefficient of determination (R^2) attained a value of (0.43), indicating that the competitive advantage is 43% influenced by risk as an independent variable (the dependent variable).
3. The result of the test (F) attained (25.692), which is a function of determining the degree of significance, indicates that the basic regression model is significant (0.00).
4. 20,991 is average competitive advantage when the risk is zero.
5. 1,428 which means higher risk increases competitive advantage by 1,428

Given the foregoing, we draw the conclusion that the first study's premise, according to which "there is a statistically significant relationship between risk and competitive advantage," has been fulfilled.

Presentation and discussion of the second hypothesis' findings There is a statistically significant association between creativity and competitive advantage, according to the study's first hypothesis. An easy linear regression technique was used to develop the model, which represents creativity as an independent variable (x_2) and competitive advantage as a dependent variable (y), as shown in the accompanying table:

Table (15): Results of simple linear regression analysis for the second hypothesis:

	Regression coefficients	(t) test	(p value (Sig))	Interpretation
$\hat{B}_0$	27.599	4.110	.000	Significant
$\hat{B}_1$	1.153	3.783	.001	Significant
Correlation coefficient (R)	0.54			
Coefficient of determination R^2	0.30			
(F) Test	14.310	Significant Model		

Source: Prepared by Co-researchers based on field study data, year 2022.

The above table shows that:

1. According to the estimation's findings, there is a significant direct association between creativity as an independent variable and competitive advantage as a dependent variable (0.54).
2. The coefficient of determination attained a value of 0.30, which means that creativity, as an independent variable, contributes (11%), to the competitive advantage (the dependent variable).
3. The value of the (F) test, which is a function when determining the level of significance, achieved (14,310), indicating that the simple regression model is significant (0.00).
4. 27.599 is average competitive advantage when innovation is zero.
5. 1.153 which means increasing creativity results in increasing competitive advantage by 1.153

We draw the conclusion from the aforementioned data that the second study's hypothesis, which reads: "There is a statistically significant association between creativity and competitive advantage," has been fulfilled.

Presentation and discussion of the results of the third hypothesis:

There is a statistically significant correlation between strategic vision and competitive advantage, according to the study's first hypothesis. A straightforward linear regression technique was used to develop the model, with the competitive advantage acting as the dependent variable represented by (y) and the strategic vision acting as the independent variable represented by (x3), as shown in the following table:

Table (16): Results of simple linear regression analysis for the third hypothesis:

	Regression coefficients	(t) test	(p value (Sig))	Interpretation
$\hat{B}_0$	28.066	5.397	0.00	Significant
$\hat{B}_1$	1.126	4.807	.000	Significant
Correlation coefficient (R)	0.63			
Coefficient of determination R^2	0.41			
(F) Test	23.110	Significant Model		

The above table shows that:

1. The estimation's findings revealed a high direct association between the strategic vision, which was an independent variable, and the competitive advantage, which was a dependent variable (0.41).
2. The coefficient of determination attained a value of (0.32), which means that the strategic vision, an independent variable, contributes (32%), to the competitive advantage (the dependent variable).
3. The basic regression model is significant, and the degree of significance is determined by the value of the (F), which was 23.110. (0.00).
4. 28,066 is average competitive advantage when the strategic vision is zero.
5. 1.126 which means increasing the strategic vision results in increasing the competitive advantage by 1.126

Given the information above, we draw the conclusion that the study's third hypothesis—according to which there is a statistically significant association between strategic vision and competitive advantage—has been met.

Presentation and discussion of the results of the fourth hypothesis:

There is a statistically significant association between initiative and competitive advantage, according to the study's first hypothesis. Building the model with the initiative represented by (x3) as an independent variable and the competitive advantage as a dependent variable represented by (y), as shown in the accompanying table, allowed us to test the hypothesis:

Table (17): Results of simple linear regression analysis for the third hypothesis:

	Regression coefficients	(t) test	(p value (Sig))	Interpretation
--	-------------------------	----------	-----------------	----------------

$\hat{B}_0$				
$\hat{B}_1$				
Correlation coefficient (R)				
Coefficient of determination R^2				
(F) Test		Significant Model		

Source: Prepared by Co-researchers based on field study data, year 2022.

The above table shows that:

1. The estimation's findings revealed a high direct association between initiative as an independent variable and competitive advantage as a dependent variable (0.67).
2. The coefficient of determination () obtained a value of 0.45, indicating that initiative, when considered as an independent variable, contributes by 32% to the competitive advantage (the dependent variable).
3. The basic regression model is significant, and the value of the (F) test, which measures the level of significance, was (F (28,313). (0.00).
4. 20,846 is average competitive advantage when the initiative is zero.
5. 1.478 which means increasing initiative means increasing competitive advantage by 1.478.

The final hypothesis of the study, which claims that "There is a statistically significant association between initiative and competitive advantage," has been shown true, in light of the information presented above.

Results:

1. There is a statistically significant relationship between entrepreneurial leadership and competitive advantage.
2. There is a statistically significant relationship between risk and competitive advantage.
3. There is a statistically significant relationship between creativity and competitive advantage.
4. There is a statistically significant relationship between the strategic vision and the competitive advantage.
5. There is a statistically significant relationship between the initiative and the competitive advantage.

6. Entrepreneurial leadership affects the competitive advantage by 58%.
7. Risk affects the competitive advantage by 43%. 8. Creativity affects the competitive advantage by 30%.
8. The strategic vision affects the competitive advantage by 41%.
9. The initiative affects the competitive advantage by 45%.

Recommendations:

1. Dal Real Group must adopt the ability to make decisions at crucial times.
2. Being careful not to make major mistakes while the company deals with environmental developments.
3. The company must ensure that the company adopts invisible and in-depth ideas and assumptions that are outside the box of ordinary ideas.
4. Ensuring that the company encourages its employees to change or take on new experiences.
5. Attempting to provide appropriate operational plans for development plans.
6. Attempting to provide accredited training workshops to develop the capabilities and skills of employees.
7. Careful change in business strategies when results are not achieved.
8. Developing the company to implement and adopt new entrepreneurial ideas.
9. Attempting to make the company's product prices competitive with the prices of other competing companies.
10. The company has to introduce new technologies to work in order to raise the quality and performance of its products in an innovative way.
11. Making permanent and continuous improvements in the design of its products to keep pace with technological development.

Bibliography

- Abu Nada, Samia (2007). Analysis of the relationship of some personal variables and leadership styles with organizational commitment and a sense of organizational justice - a field study on Palestinian ministries in the Gaza Strip (unpublished master's thesis), Islamic University, Gaza.
- Naresh, Kumar (2019). Women Entrepreneurs and Strategic Decision Making in the Global Economy, University of Bolton, UK, DOI: 10.4018/978-1-5225-7479-8.

- Zayed & Hizia. (2003). Taxes on foreign trade reality and prospects. (Unpublished doctoral dissertation). University of Algiers 3. Faculty of Economics and Management Sciences.
- Al-Sir, Muhammad Muhammad (2019): The Degree of Servant Leadership Practice by Heads of Departments in University Colleges in Gaza Governorates and Its Relationship to Their Role in Human Resources Development (Unpublished Master's Thesis). Faculty of Education, Al-Aqsa University, Gaza.
- Sakarna, Bilal (2006). Small projects and leadership, Iraq, Baghdad, Academic Scientific Journal, (15).
- Abd al-Wahhab, Suba'i, Zahra, Tiqawi, & al-Arabi/framed. (2019). The impact of the auditor's experience on the quality of internal auditing in economic institutions (unpublished doctoral dissertation). Ahmed Derayah University – Adrar.
- Al-Faouri, Asmaa Marwan (2012) entitled: The Impact of the Effectiveness of Organizational Resource Planning in Distinguishing Institutional Performance, An Applied Study in the Greater Amman Municipality (Unpublished Master's Thesis). Middle East University, Jordan.
- Al-Farra, Abdullah Mustafa Abdullah. (2018). The role of the mental image of NGOs in building a strategic relationship with the beneficiaries. Unpublished master's thesis). Islamic University, Palestine (Gaza Strip).
- Old, Muhammad. (2019). The Role of Entrepreneurial Characteristics in Adopting Strategic Directions in Major Companies in Hebron Governorate, (Unpublished Master's Thesis), Hebron University, Palestine.
- Al-Mikhlaifi, Muhammad bin Sarhan (2019). The reality of the dimensions of entrepreneurial leadership in Saudi universities: a field study on Imam Abdul Rahman bin Faisal University, Journal of Arts, Literature, Humanities and Sociology, p. 40, 216-233.
- Mezil, Wissam Ali Hilal (2020). The Modified Role of Learning Direction in the Relationship between Entrepreneurial Leadership and Creative Behavior of Employees (Unpublished Master's Thesis) Sudan University of Science and Technology, Sudan.
- Maknasi, Amrawi, & Zakia. (2017). The role of creativity in achieving administrative development. A field study at the Sidi Arghis Mills Foundation in Oum El-Bouaghi, (unpublished master's thesis), Larbi Ben M'Hidi University, Oum El-Bouaghi, Algeria.
- Al-Nsour, Asmaa Salem (2010). The effect of learning organization characteristics on achieving institutional excellence: an applied study in the Jordanian Ministry of Higher Education and Scientific Research. (Unpublished master's thesis) Amman, Middle East University..
- Al-Nawafila, Yazan Akram. (2020). The communicative role of public relations in shaping the mental image of pharmacists, the Jordanian Wisdom Pharmaceutical Company as a model (unpublished doctoral thesis), Middle East University), Amman, Jordan.
- Crant, J. M. (1996). Doing more harm than good: When is impression management likely to evoke a negative response? Journal of Applied Social Psychology, 26(16), 1454-1471.
- Davidsson, P. (2004). Researching entrepreneurship (Vol.5). New York: Springer.
- Naufal, Kan. (2020). The CIO challenge: Modern business needs a new kind of tech leader. Anusha Dhasarathy, Isha Gill.

- Nohria, A., Tsang, S. W., Fang, J. C., Lewis, E. F., Jarcho, J. A., Mudge, G. H., & Stevenson, L. W. (2003). Clinical assessment identifies hemodynamic profiles that predict outcomes in patients admitted with heart failure. *Journal of the American College of Cardiology*, 41(10), 1797-1804.
- Atallah, Alnaweigah. (2013). The Impact of Knowledge Management Functions on the Organizational Excellence from the Perspective of the University of Al-Taif Staff. *interdisciplinary journal of contemporary research in business*, vol.(5), no.(3).
- Sebora, T. C., & Theerapatvong, T. (2010). Corporate entrepreneurship: A test of external and internal influences on managers' idea generation, risk taking, and proactiveness. *International Entrepreneurship and Management Journal*, 6(3), 331-350.