

ORGANIZATIONAL EXCELLENCE AND ITS ROLE IN ACHIEVING THE COMPETITIVE ADVANTAGE OF ABU DHABI UNIVERSITY: APPLIED STUDY TO THE FACULTIES OF ABU DHABI UNIVERSITY

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Abstract

The study aims to identify organizational excellence and its role in achieving the competitive advantage at Abu Dhabi University, through an applied study to the faculties of Abu Dhabi University. The researcher used in his study the descriptive analytical method. A sample of faculty members and staff of theoretical faculties (Literature - Law), and applied faculties (engineering - medicine) were selected at Abu Dhabi University. The actual total size of the study community is (300) single, the forms were applied to (60) individuals from faculty members and staff at Abu Dhabi University, while (55) forms were recovered. The study reached several results, the most important of which is that the importance of organizational excellence in achieving competitive advantage in the sample of the study came high from the point of view of the study community. This indicates that the competitive advantage is directly or indirectly affected by organizational excellence within the study sample. As well, the results proved that the importance of competitive advantage in the sample of the study came high from the point of view of the study community. This shows that the management of educational organizations is well interested in trying to identify innovations and innovations that the workers do.

Keywords: *Organizational, Excellence, Competitive, Advantage, Abu Dhabi.*

INTRODUCTION

University management is working hard to achieve organizational excellence, as excellence is the best tool and the broader way to meet challenges and achieve goals. Organizational excellence has multiple inputs and a methodology that is characterized by multiple features. It offers a special attention to education issues, and how to evaluate the level of quality, product or service excellence, it also focuses on value-added activities. The Department of Excellence has requirements that university management should take and define, most notably the selected strategy focused on excellence and a system of policies governing the organization's work (Qawasmeh, 2016).

Possessing the elements of organizational excellence is the only way for the survival and continuity of educational institutions, thus, universities may face many challenges that require them to develop future visions for university management. The basis of these

perceptions is organizational excellence, creativity, future foresight and reconsideration of the philosophy, mission, policies, strategies, plans and educational programs of these institutions. Institutions must also reconsider human cadres and the goals it seeks to achieve, and how to achieve positive interaction between the institution and the radical changes and transformations that surround it, and to strengthen the links between it and society (Mansour, 2019).

Organizational excellence is the only source of sustainable competitive advantage in a rapidly changing environment. Most university education institutions have therefore sought to develop by adopting modern learning-based entrances, primarily organizational learning aimed at making the university an organization learns as a unit. This is achieved through the continuous effort sought by universities in building, organizing and improving knowledge in order to achieve organizational excellence, which helps the University to increase its productive and creative capacity in its field of work and competitiveness (Suleiman, 2019).

The competitive advantage of educational institutions may stem from their impact on each student and employee level. Implementing organizational excellence strategies in education is an important prerequisite for achieving a sustainable competitive advantage in higher education institutions. Universities like other institutions who seek to survive and grow in the market, are developing and implementing general strategies to ensure that their goals are achieved. However, universities are increasingly facing new challenges, including financial challenges, domestic and international competition, and pressures on the diverse and changing labor market requirements. Universities may seek to work according to their tasks and achieve their objectives and seek competitive advantages and sustainability that increase the complexity of challenges due to the legal and sectorial nature of higher education (Abu-Naser, 2017).

From this point of view, the researcher will address the organizational excellence in achieving the competitive advantage of Abu Dhabi University, through an application study to the staff of Abu Dhabi University faculties.

STUDY PROBLEM

The problem with the study lies in the change facing Abu Dhabi University in its external and internal environment, which requires a further review of its position in the business environment. The scale of the change facing these universities is significant, requiring a review of their services and the procedures for carrying out their various activities. Universities therefore need to develop their human resources in order to increase their ability to interact with the strengths and weaknesses of their internal and external environment. This requires transformative leadership to discover and develop the skills of staff to cope with changes taking place at Abu Dhabi University.

Hence the problem of study in the following question: What are the requirements of organizational excellence in achieving the competitive advantage of Abu Dhabi University?

THE OBJECTIVES OF THE STUDY

The study seeks to achieve the main goal of identifying the impact of organizational excellence in achieving competitive advantage in the theoretical and applied faculties at Abu Dhabi University. The following sub-objectives are derived from the main objective:

1. Determining the nature of the relationship between organizational excellence and achieving competitive advantage in the theoretical and applied faculties at Abu Dhabi University.
2. Determining the nature of the relationship between strategic planning and achieving competitive advantage in the theoretical and applied faculties at Abu Dhabi University.
3. Determining the nature of the relationship between human resources management and achieving competitive advantage in the theoretical and applied faculties at Abu Dhabi University.

4. Determining the nature of the relationship between organizational culture and achieving competitive advantage in the theoretical and applied faculties at Abu Dhabi University.

STUDY QUESTIONS

The main question is what impact of organizational excellence has had on achieving competitive advantage in the theoretical and applied faculties at Abu Dhabi University? This is followed by several sub-questions:

1. What is the nature of the relationship between organizational excellence and achieving competitive advantage in the theoretical and applied faculties at Abu Dhabi University?
2. What is the nature of the relationship between strategic planning and achieving competitive advantage in the theoretical and applied faculties at Abu Dhabi University?
3. What is the nature of the relationship between human resources management and competitive advantage in the theoretical and applied faculties at Abu Dhabi University?
4. What is the nature of the relationship between organizational culture and achieving competitive advantage in the theoretical and applied faculties at Abu Dhabi University?

STUDY HYPOTHESES

The hypotheses of the study can be determined by the relationship between the study variables in terms of "correlation and impact", as evidenced by the main hypothesis of the study:

The main hypothesis: there is an incorporeal correlation between organizational excellence and the achievement of competitive advantage in the theoretical and applied faculties at Abu Dhabi University, and the following sub-hypotheses emerge:

1. There is no positive incorporeal impact of statistical significance between strategic planning and competitive advantage in the theoretical and applied faculties at Abu Dhabi University.
2. There is no positive incorporeal impact of statistical significance between human resources management and competitive advantage in the theoretical and applied faculties at Abu Dhabi University.
3. There is no positive incorporeal impact of statistical significance between organizational culture and competitive advantage in the theoretical and applied faculties at Abu Dhabi University.

STUDY VARIABLES

The study is based on testing the relationship between the following:

1. Impact of organizational excellence (independent variable): (strategic planning – human resources management – organizational culture).
2. Competitive advantage (dependent variable): (creativity – quality – efficiency – response).

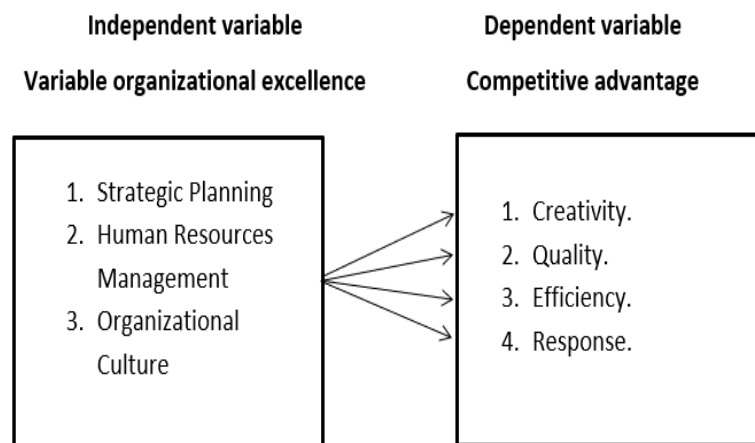


Figure (1) shows the proposed model of the study (by the researcher)

STUDY CONCEPTS

Organizational Excellence

Organizational excellence is defined as doing things right and with a high degree of accuracy, excellence and professionalism. Organizational excellence also provides a competitive advantage, making one organization different from all other organizations in a particular market that offer similar products or services. A continued commitment to organizational excellence provides the tools to strongly enhance your product or service, which in turn will help you build relationships with loyal customers (Neadal, 2018).

Organizational excellence indicates a significant relationship between business performance and leadership strategies, helping managers and academics understand the factors of organizational excellence and leadership that contribute to higher business performance. The concept of organizational excellence also refers to ongoing efforts to establish an internal framework of standards and processes aimed at engaging employees and motivating them to deliver products and services that meet customer requirements within business expectations. Furthermore, organizational excellence ensures that all organizational systems are compatible and work coherently together (Pinar, 2008).

The researcher identifies organizational excellence procedurally as the university's ability to achieve high levels of performance, implementation, production and solving its problems. The University can therefore achieve its objectives effectively, distinguishing it from other academic institutions, by the excellence of leadership and subordinates, and the excellence of organizational culture by managing its academic competencies.

Competitive Advantage

Competitive advantage can be defined as the ability to produce goods and services in accordance with the requirements of the domestic and international labor market, in order to provide a high standard of living in the long run. Therefore, it represents the characteristics that different businesses seek in a way that achieves their goals where they are difficult to measure; it also represents a mean for the organization to try to succeed in its competition field (Al-Shammari, 2009).

Moreover, the competitive advantage is the outstanding skill or technology that allows the organization to produce more values and benefits for customers than other competitors offer them. The competitive advantage confirms the organization's excellence and its difference from these competitors from the point of view of customers who accept this difference and excellence. This excellence brings customers more benefits and values that outperform what other competitors offer them (Al-Salami, 2016).

The researcher defines competitive advantage as an element that works to outperform Abu Dhabi University in the UAE than other universities. Competitive advantage is achieved if universities pursue a successful strategy that achieves academic competition.

PREVIOUS STUDIES

(Hailah M.M. AL-Towaijri, 2019) study aimed at identifying the role of institutional excellence in achieving competitive advantage at Qassim University as a model for Saudi universities in light of Saudi Arabia's 2030 vision. The descriptive approach was used, and the sample of the study consisted of (149) of the heads of academic departments at Qassim University. The results of the study revealed that the degree of availability of organizational excellence and its dimensions "medium, the availability of organizational excellence and competitive advantage to an average degree, this confirms the predictability of the level of competitive advantage of during organizational excellence.

While (Amiya Bhaumik, 2019) study aimed to identify the role of the impact of strategy management and organizational culture on the organization's excellence. Quantitative data were collected from (218) in the municipality of Fujairah. The sample was obtained using random sampling, Questionnaires collected using PLS (micro-microboxes) SEM-VB (based on structural equation modeling – variance) were analyzed through the use of Smart PLS 3.0. The results of this study showed that strategy management and organizational culture were positive. The study also proved to be a great predictor of organizational excellence. The results of the current study will provide additional insights into productive strategies to achieve organizational excellence in public sectors in countries such as the UAE.

Moreover, the study of (Mazen J. Al Shobak, 2017) aimed at identifying the role of practicing organizational excellence strategies in achieving a sustainable competitive advantage for higher education institutions of the Faculty of Engineering and Information Technology at Al-Azhar University in Gaza. The competitive advantage of educational institutions stems from its impact on every student, staff and institution. The study was based on the fact that the development and implementation of strategies for excellence in education is a prerequisite and important for achieving a sustainable competitive advantage in higher education institutions.

The study also followed a systematic exploratory descriptive methodology by reviewing theoretical literature and adopting 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 resulted in several results, the most important of which is that the academic focus of the process of developing the skills of workers, especially academics at the university, helps to distinguish students and increase the employment rate after graduation. As well, the study proved that the consistency in development and quality improvement efforts for all three levels (student, employee, university) contributes to the excellence of the college. Furthermore, the College has been able to achieve competitive advantages by providing outstanding services without harming efficiency.

As well, (Cam Caldwell's, 2017) study explored the characterization and the definition of the nature of excellence, because it contributes to the strategic competitive advantage of organizations of almost all kinds. But, in particular, the study emphasizes business entities that seek to make a profit by meeting the long-term needs of customers and society. The study used the descriptive approach.

The results of the study found that understanding the nature of excellence and its self-perceived characteristics, in addition to understand its impact on peers and supervisors is necessary in determining how and why the existence of excellence can affect organizations positively and negatively. Each organization exists for a specific and identifiable purpose, the broad objectives and aims of an organization are shared by stakeholders, and each organization transfers resources and adds value in a way that benefits its customers.

Commenting On Previous Studies

Differences between previous and current studies:

1. The current study differs from previous studies in terms of its application on the theoretical and applied faculties at Abu Dhabi University, which has been studied and analyzed. Most of the previous studies have been applied to other universities that have nothing to do with Abu Dhabi University to which the current study will be applied.
2. This study is a comprehensive study, as it will study organizational excellence and its role in achieving the competitive advantage of Abu Dhabi University integratively.

The Position of The Current Study Among Previous Studies

The current study differs from previous studies in terms of the overall goal, as the current study is characterized by the fact that it combined many dimensions not addressed by other previous studies. The study is addressing organizational excellence and its role in achieving the competitive advantage of Abu Dhabi University.

STUDY LIMITS

This study is defined by the following limits:

1. **Human limits:** The study was conducted on a sample of (faculty and staff of theoretical faculties (arts – law) and applied faculties (engineering – medicine) at Abu Dhabi University.
2. **Spatial limits:** The study was conducted at Abu Dhabi University in the United Arab Emirates.
3. **Time limits:** The study was conducted during the time period in May 2021.

STUDY METHODOLOGY

The study was based on the following approach:

Descriptive Analytical Approach

In his study, the researcher used the descriptive analytical approach based on determining the characteristics of the phenomenon, its nature and the quality of the relationship between its variables, causes and trends. As well, the analytical descriptive approach is based on the interpretation of the status quo in the study community and determining the circumstances represented by organizational excellence and its role in achieving the competitive advantage of the theoretical and applied faculties at Abu Dhabi University. The researcher here is going to use statistic method (AMOS Version24) to analyze the data, besides using various statistical processions by depending on statistic method (SPSS) to analyze the data.

STUDY TOOLS

The study relied on the questionnaire form, which was distributed to (60) individual faculty members and staff of theoretical and applied faculties at Abu Dhabi University, and retrieved (55) individual. The researcher used the intentional sample by distributing it to the sample study by theoretical faculties (arts – law) and applied faculties (engineering – medicine) at Abu Dhabi University.

Statistical Method Of Data Analysis

Data analysis is a phase aims to select the data that should be collected, through which the researcher can answer the questions of the study. Besides; the researcher will use the method of questionnaire analysis by extracting mathematical averages, percentages, and (SPSS) for descriptive analysis. It will be used to do the analysis confirmation of the measurement model (analysis of credibility and internal stability, as well as for trajectory analysis or regression analysis), as well as (AMOS Version 24).

Statistical Tools

Descriptive and analytical statistical methods will be used. First; using descriptive statistics measurements to describe the characteristics of the study sample, answer study questions, and standard deviation, used to measure the degree of dispersion in the data by estimating the extent to which the standard deviation is located. Secondly; the natural distribution test is done by analyzing an appropriate sample representing the original community of the study and without having an appropriate sample.

Multi-Regression Analysis

This analysis is used to test the validity of study models, the effects and dimensions of the independent variable on the dependent variable and its dimensions. This analysis is one of the techniques used to sign the value of the child variable through one or more independent variables, and measures the relationship between variables for each factor where the variable is determined.

It represents the paragraph that measures its linear dependent relationship with the rest of the independent variables of the same factor, and the multi-linear regression provides a measure of part of the variable Y caused by the independent variables X not included in the regression model. So the slope analysis is possible to be simple or multiple, in simple analysis the slope is analyzed between only two variables, independent and dependent, in multi-regression analysis can use more than one independent variable, and SPSS will be used, plus (AMOS Version 24).

STUDY COMMUNITY

A sample of faculty members and staff of theoretical faculties (arts – law) and applied faculties (engineering – medicine) was selected at Abu Dhabi University. The actual total number of the study community is (300) individuals, the forms were applied to (60) individual from faculty members and staff at Abu Dhabi University as a random sample from the study community. (55) forms were retrieved from the total of (60) forms which were distributed to the sample of the study.

STUDY SAMPLE

The study community consists of faculty members and staff of theoretical faculties (arts – law) and applied faculties (engineering – medicine) at Abu Dhabi University. All staff related to the requirements of leading organizational change at Abu Dhabi University in the process of preparing for its application at the university. Thus, the researcher focused on (55) individual, which is a group that has experience and knowledge of issues of the requirements of leading organizational change at Abu Dhabi University.

The study sample has formed a specific perception and a clear understanding of the component dimensions. The sample of the study to which the questionnaire form was distributed randomly in the theoretical faculties (arts-rights) were (30) single, and in applied faculties (engineering-medicine) were (30) single, while (55) questionnaires recovered.

STABILITY OF QUESTIONNAIRE

The stability of the questionnaire paragraphs was calculated using the alpha kronbach statistical method (table – 1), which shows the Alpha Kronbach coefficient of all dimensions of the research:

Dimensions	Alpha Kronbach coefficient	Validity
Organizational excellence	0.969	0.984
Strategic planning	0.950	0.975
Human Resources Department	0.961	0.980
Organizational culture	0.917	0.958
Deportation	0.966	0.983
Quality	0.985	0.992
Efficiency	0.950	0.975
Response	0.972	0.986
General Index	0.959	0.979

Table (1) shows Alpha Kronbach coefficient for search variables

All the data in the table above showed that all basic study variables had an acceptable stability rate, with alpha kronbach's rate of study variables ranging from (0.917-0.985), indicating the accuracy and reliability of the questionnaire paragraphs. The validity coefficient showing that the scale could measure what was developed to measure it, with the value of the validity factor for all dimensions ranging from (0.958-0.992).

BASIC DATA FOR THE STUDY SAMPLE

The descriptive analysis of the questionnaire is used to describe the characteristics of the study sample by displaying repetitions, percentages, and extraction of mathematical averages. In addition to the determination of the rank of each item or paragraph of dimension by the value of its mathematical average, and the standard deviation used to measure the degree of dispersion in the data by estimating the extent to which the standard deviation occurs. The following is the descriptive analysis of demographic variables.

Classification of the Sample of the Study by Gender

Following table (2), which shows the qualitative composition of the study community, it was found that the proportion of males was 60%, while the proportion of females was 40%, which shows that the proportion of males compared to the proportion of females is high significantly. This increase may be due to the fact that most administrative work in government agencies is occupied by males in the first place due to the demand for these tasks due to a great effort.

Gender	Repetition	Percentage
Male	33	60
Female	22	40
Total	55	100

Table (2) shows the qualitative composition of the study community

Classification of the Sample of the Study by Age

Table (3) shows the distribution of age groups for the study community. The results revealed that 40% of the study community members are aged in the age group (31-45 years) and that 30.9% are aged (46 years and older), meaning that more than 70% of the size of the study community is 30 to 46 years of age and older, while 21.8% of workers were under the age of 25.

Age group	Repetition	Percentage
Less than 25 years old	4	7.3
26-30	12	21.8
31-45	22	40.0
46 years and older	17	30.9
Total	55	100

Table (3) shows the age groups of the study community

Classification of the Sample of the Study by Years of Experience

By studying the years of experience in the study community presented by table (4), it is clear that 41.8% of the study community has experience ranging from (6-10 years), while those with experience range from (11 to 15 years) are 21.8%. This means that more than half of the study community (63.6%) their experience is between 6 and 15 years, 20% of employees have experience aged 16 years and over, while those who have experience at work (less than 5 years) account for 16.4% and they are the lowest. This shows that the study community is divided between the newly employed and the experienced at work.

Experience	Repetition	Percentage
Less than 5 years	9	16.4
6-10 years	23	41.8
11-15 years	12	21.8
16 years and over	11	20.0
Total	55	100

Table (4) shows the number of years of experience for the study community

Classification of the Sample of the Study by Scientific Qualifications

The results of the descriptive analysis of scientific qualifications in the study community, which is shown in table (5), showed that 69.1% of the workers have a bachelor's degree, which is the highest percentage in the educational level categories in the study community. While the educational level of the graduate campaign was 18.2%, then the higher diploma holders at 10.9%, and the lowest percentage of workers with diplomas remained at 1.8%.

Scientific qualification	Repetition	Percentage
Diploma	1	1.8
Bachelor	38	69.1
High Diploma	6	10.9
Postgraduate	10	18.2
Total	55	100

Table (5) shows the scientific qualifications of the study community

Classification of the Sample of the Study by Administrative Level

Table (6) shows the administrative level of the study community, from which it is clear that the category of employee got the largest percentage of 85.5%. As well, the results showed that the smallest percentage was the share of workers in the position of general manager which reached 1.8%. While the rest of the percentages were for those who work as department manager which was 12.7% of the employees respectively.

Administrative level	Repetition	Percentage
General Manager	1	1.8
Department Manager	7	12.7
Employee	47	85.5
Total	55	100

Table (6) shows the administrative level of the study community

DESCRIPTION AND DIAGNOSIS OF THE IMPORTANCE OF THE STUDY VARIABLES

The importance of study dimensions, in knowledge of organizational excellence and its role in achieving the competitive advantage of Abu Dhabi University, is described and diagnosed here by identifying some measures of statistical description such as: centralization measures and dispersion measures conducted on the (44) questionnaire paragraphs as follows:

Analysis of the Results of the Axis of Organizational Excellence (Independent Variable)

This axis contains four dimensions (organizational structure, strategic planning, human resources management, organizational culture). The following is a presentation of some measures of the statistical description of the paragraphs of those dimensions as follows:

i. Analysis of Results After Organizational Structure

The leadership should be sufficiently convinced of the importance of identifying the dimension of the organizational structure, which included six paragraphs. The results of which were described in table (7) as follows:

No.	Organizational Structure	Mean	Standard deviation	Grade	Result	Rank
1	University leadership encourages collaborative work among all employees in one section, as well as between different departments	3.782	1.410	75.6	High	1
2	University leadership is keen to provide a flexible organizational structure that can accommodate information quickly and easily.	3.564	1.259	71.3	High	2
3	University leadership is interested in constantly developing the organizational structure as needed.	2.182	1.002	43.6	Medium	6

4	University leadership is keen to integrate the units and departments of the organizational structure.	3.400	1.328	68.0	High	4
5	University leadership is keen to appoint the right person in the right place.	3.527	1.412	70.5	High	3
6	Leadership of the organizational structure is characterized by clear decisions, and the speed of making the right decision.	2.255	1.236	45.1	Medium	5
General indicators		3.181	1.275	62.4	High	-

Table (7) shows the arithmetic average and standard deviation of the study sample vocabulary answers on paragraphs (organizational structure)

The indicators previewed above show that the overall arithmetic average of the variable (organizational structure) was (3,181) with a standard deviation of (1.275) with a total agreement of (62.4%). The first, second and fifth paragraphs this result, each with a high agreement ratio of 75.6%, 71.3% and 70.5% respectively with a standard deviation (1.410), (1,295) and (1,412) each respectively, followed by paragraph 4 with 68% standard deviation (1,328). These paragraphs achieved a high result compared to the mean. The sixth and third paragraphs were fifth and sixth in rank with 45.1% and 43.6%, and a standard deviation (1.236) and (1.002) respectively, which achieved a low result relative to the theoretical average. This indicates that the level of agreement on the variable (organizational structure) was generally high and this was found in reality.

ii. Analysis of Strategic Planning Dimension Results

The leadership should be sufficiently convinced of the importance of identifying the dimension of strategic planning, which included seven paragraphs, the results of which were as described in Table (8):

No.	Strategic planning	Mean	Standard deviation	Grade	Result	Rank
1	The University has a planning and development agency.	4.655	.480	93.1	Very High	1
2	The university has a strategic plan approved by the Ministry of Higher Education.	3.982	1.063	79.6	High	2
3	The university leadership is keen to analyze the university's internal and external environment.	3.818	1.188	76.4	High	3
4	The university leadership is keen to draw up future plans and clarify them to employees.	2.400	1.241	48.0	Medium	6

5	A regular review of the university's strategies is available periodically, with the aim of continuous improvement.	1.618	1.097	32.4	Low	7
6	The university leadership relies on official statistics and accurate data when conducting strategic planning.	3.582	1.384	71.6	High	4
7	The university leadership is committed to the participation of staff in the development of strategic plans at the university.	2.982	1.521	59.6	Medium	5
General indicators		3.291	1.139	65.8	High	-

Table (8) shows the arithmetic average and standard deviation of the study sample vocabulary answers on paragraphs (Strategic planning)

The indicators shown above show that the overall arithmetic average of the variable (strategic planning) was (3.291) with a standard deviation of (1.139) and a total agreement of (65.8%). This is reinforced by the first, second, third and sixth paragraphs, each with a high agreement ratio of 93.1%, 79.9%, 6%, 76.4% and 71.6%, respectively, with standard deviation (0.480), (1.063), (1.188) and (1.384) each respectively. These paragraphs achieved a high result compared to the theoretical average. While paragraphs 7, 4 and 5 were in fifth, sixth and seventh rank with 59.6%, 48% and 32.4% and a standard deviation (1.521), (1.241) and (1.097) respectively. These paragraphs achieved a low result relative to the theoretical average, indicating that the level of agreement on the variable (strategic planning) was generally high and this was found in reality.

iii. Analysis of Human Resources Management Dimension Results

The leadership should be sufficiently convinced of the importance of identifying ways of managing human resources, which included seven paragraphs, the results of which were as described in table (9):

No.	Human resources management	Mean	Standard deviation	Grade	Result	Rank
1	The University uses specific criteria to assess the performance of its staff periodically.	3.745	1.294	74.9	High	1
2	The number of university staff is proportional to the amount of work required.	2.855	1.533	57.1	Medium	4
3	The University Leadership provides specialists to train and educate new staff on their careers.	2.927	1.372	58.5	Medium	3
4	Employees' qualifications are commensurate with the nature of their work.	3.309	1.502	66.2	High	2

5	The university leadership is interested in providing continuous feedback to employees to reduce errors.	1.691	.858	33.8	Low	7
6	The University provides staff with training programs to continuously improve their performance.	1.764	1.018	35.3	Low	6
7	The university leadership provides material and moral incentives to distinguished employees.	1.836	1.067	36.7	Low	5
General indicators		2.590	1.235	51.8	Medium	-

Table (9) shows the arithmetic average and standard deviation of the study sample vocabulary answers on paragraphs (Human Resources Management)

The indicators above show that the overall average calculation of the variable (human resources management) was (2,590) with a standard deviation of (1.235) and a total agreement of (51.8%). This is reinforced by the first, fourth, third and second paragraphs, each with a high agreement ratio of 74.9%, 66.2%, 58.5% and 57.1%, respectively, with a standard deviation (1.249), (1.502), (1.372) and (1.533) each respectively. These paragraphs achieved a high result compared to the theoretical average. While the 7, 6 and 5 paragraphs were ranked from fifth to seventh with 36.7%, 35.3% and 33.8%, and a standard deviation (1.521), (1.241) and (1.097) respectively. These paragraphs achieved a low result relative to the theoretical average, indicating that the level of agreement on a variable (human resources management) was generally average and this was found in reality.

iv. Analysis of Organizational Culture Dimension Results

Here, the leadership should be sufficiently convinced of the importance of identifying organizational culture, which included four paragraphs, the results of which were as described in table (10):

No.	Organizational Culture	Mean	Standard deviation	Grade	Result	Rank
1	The university's organizational culture applies appropriate regulations and laws to achieve the desired goals.	4.273	.912	85.5	Very High	1
2	The university's organizational culture provides effective communication techniques between the different departments of the university.	4.055	1.096	81.1	Very high	2

3	The university leadership is interested in promoting staff satisfaction and job loyalty.	2.400	1.342	48.0	Medium	4
4	University leadership provides a functional environment that helps improve the performance of university staff.	3.745	1.578	74.9	High	3
General indicators		3.618	1.232	72.4	High	-

Table (10) shows the arithmetic average and the standard deviation of the answers of the study sample to (performance evaluation) paragraphs

The indicators above show that the overall arithmetic average of the variable (organizational culture) was (3,618) with a standard deviation of (1.232) and a total agreement of (72.4%). This was reinforced by the first, second and fourth paragraphs, each with a high agreement ratio of 85.5%, 81.1%, and 74.9% respectively with a standard deviation (0.912), (1.096) and (1.578) each respectively. These paragraphs achieved a high result compared to the theoretical average, followed by the third paragraph with 48% with a standard deviation (1.342). This paragraph achieved a low result relative to the theoretical average, indicating that the level of agreement on the variable (organizational culture) was generally high and this was found in reality.

Analysis of the Results of the Competitive Advantage Axis (Dependent Variable)

This axis contains four dimensions (creativity, quality, efficiency, response), a presentation of some measures of the statistical description of the paragraphs of those dimensions will be represented as follows:

i. Analysis of Creativity Dimension Results

The leadership should be sufficiently convinced of the importance of recognizing the role of creativity in competitive advantage, which included five paragraphs. The results of which were described in table (11):

No.	Creativity	Mean	Standard deviation	Grade	Result	Rank
1	The university leadership relies on modern technological means to provide its services.	3.818	1.541	76.4	High	1
2	The procedures provided by the university are fast and accurate.	2.800	1.592	56.0	Medium	3
3	The university leadership encourages its employees to solve administrative problems in creative ways.	2.473	1.438	49.5	Medium	5

4	The University follows the devolution approach to achieving career creativity.	2.618	1.484	52.4	Medium	4
5	The university leadership is keen to spread the culture of creativity among its employees.	3.673	1.218	73.5	High	2
General indicators		3.067	1.455	61.5	High	-

Table (11) shows the arithmetic average and standard deviation of the study sample vocabulary answers on paragraphs (creativity)

The indicators above show that the overall arithmetic average of the variable (creativity) was (3.067) with a standard deviation of (1.455) with a total agreement of (61.5%). This was reinforced by the first and fifth paragraphs, each of which received a high agreement ratio of 76.4%, and 73.5% respectively and with a standard deviation (1.541) and (1.218) each respectively. These paragraphs achieved a high result compared to the theoretical average, followed by the second, fourth and fifth paragraphs with an agreement rate of 56%, 52.4%, and 49.5% With a standard deviation (1.592), (1.484) and (1,438). this paragraph achieved a low result relative to the theoretical average, indicating that the level of agreement on the variable (creativity) was generally high and this was found in reality.

ii. Analysis of Quality Dimension Results

Here, the leadership should be sufficiently convinced of the importance of recognizing the role of quality dimension in competitive advantage, which included five paragraphs. The results were described in table (12):

No.	Quality	Mean	Standard deviation	Grade	Result	Rank
1	The university leadership is keen to provide services in accordance with international standards.	3.309	1.426	66.2	High	3
2	The university's various service provided to its patrons processes are constantly being updated and developed.	3.545	1.331	70.9	High	2
3	The university leadership is keen to develop the professional and cognitive competences of the staff to achieve quality and excellence.	2.745	1.294	54.9	Medium	4

4	The university leadership provides a clear model for its quality system and its discussion with staff.	3.545	1.358	70.9	High	2
5	The university leadership monitors the quality of the performance of its staff.	3.873	1.320	77.5	High	1
General indicators		3.403	1.346	68.1	High	-

Table (12) shows the arithmetic average and the standard deviation of the answers of the study sample on (quality performance) paragraphs

The indicators above show that the overall average calculation of the (quality) variable was (3,403) with a standard deviation of (1.346) and a total agreement of (68.1%). This was reinforced by the fifth, second and fourth paragraphs, each of which received a high agreement ratio of 77.1%, 5%, 70.9% each respectively and with a standard deviation (1.320), (1.331) and (1.358) each respectively. These paragraphs achieved a high result compared to the theoretical average, followed by the first and third paragraphs with an agreement rate of 66.2% and 54.9%, with a standard deviation (1.426) and (1,294). This paragraph achieved a low result relative to the theoretical average, indicating that the level of agreement on the variable (quality) was generally high and this was found in reality.

iii. Analysis of Efficiency Dimension Results

The leadership should be sufficiently convinced of the importance of recognizing the role of efficiency dimension in competitive advantage, which included five paragraphs. The results of which were described in table (13):

No.	Efficiency	Mean	Standard deviation	Grade	Result	Rank
1	The university leadership is keen to reduce the operational cost of achieving financial efficiency.	4.073	1.274	81.5	Very High	2
2	The University Leadership is committed to holding training courses and workshops aimed at increasing the efficiency of employees.	2.418	1.357	48.4	High	4
3	The university leadership develops administrative procedures.	2.291	1.227	45.8	Medium	5
4	The university's system of work achieves equal opportunities for employees in terms of recruitment and development.	4.164	1.102	83.3	Very High	1

5	The university leadership renews administrative working methods and develops them to achieve efficiency.	2.618	1.434	52.4	High	3
General indicators		3.113	1.279	62.3	High	-

Table (13) shows the arithmetic average and standard deviation of the study sample vocabulary answers on paragraphs (efficiency)

The indicators above show that the overall arithmetic average of the (efficiency) variable was (3,113) with a standard deviation of (1.279) and a total agreement of (62.3%). This was reinforced by the fourth and second paragraphs, each of which received a high agreement ratio of 81.5%, and 83.3% respectively and a standard deviation (1.102) and (1.274) each respectively. These paragraphs achieved a high result compared to the theoretical average, followed by paragraphs 5, 2 and 3 with an agreement rate of 52.4%, 48.4%, and 45.8% and a standard deviation (1,434), (1,357) and (1,227). This paragraph achieved a low result relative to the theoretical average, indicating that the level of agreement on the variable (efficiency) was generally high and this was found in reality.

iv. Analysis of Response Dimension Results

Here, the leadership should be sufficiently convinced of the importance of recognizing the role of the dimension (response) in competitive advantage, which included five paragraphs. The results of which were as described in table (14):

No.	Efficiency	Mean	Standard deviation	Grade	Result	Rank
1	University staff are committed to procedures and processes in accordance with the system.	2.564	1.463	51.3	Medium	5
2	The university's main administrative processes are clear and transparent.	2.764	1.527	55.3	Medium	4
3	University leadership is keen to renew its departments and specialties in response to the needs of the labor market.	3.055	1.367	61.1	High	3
4	The feedback and suggestions of the beneficiaries of the University's services are invested in the development of services and their procedures.	3.509	1.451	70.2	High	2

5	The university leadership interacts with the needs of employees in different departments and sections of the university.	3.927	1.425	78.5	High	1
General indicators		3.164	1.447	63.3	High	-

Table (14) shows the arithmetic average and standard deviation of the study sample vocabulary answers on paragraphs (response)

The indicators above show that the overall arithmetic average of the response variable was (3,164) with a standard deviation of (1,447) and a total agreement of (63.3%). This was reinforced by paragraphs 5 and 4, each with a high agreement ratio of 78.5%, and 70.2% respectively with a standard deviation (1.425) and (1.451) each respectively. These paragraphs achieved a high result compared to the theoretical average, followed by the third, second and first paragraphs with an agreement rate of 61.1%, 55.3%, and 51.3% and a standard deviation of (1.367), (1.527) and (1,463). This paragraph achieved a low result relative to the theoretical average, indicating that the level of agreement on the variable (response) was generally high and this was found in reality.

STUDY HYPOTHESES

The hypotheses of the study can be determined by the relationship between the study variables in terms of "correlation and impact", as evidenced by the main hypothesis of the study which is represented in:

The Main Hypothesis

There is a moral correlation between organizational excellence and the achievement of competitive advantage at Abu Dhabi University. The following sub hypotheses emerge from the main one:

1. There is no positive moral impact of statistical significance between strategic planning and achieving competitive advantage at Abu Dhabi University.
2. There is no positive moral impact of statistical significance between human resources management and achieving competitive advantage at Abu Dhabi University
3. There is no positive moral impact of statistical significance between organizational culture and the achievement of competitive advantage at Abu Dhabi University.

The Main Hypothesis: There is a moral correlation between organizational excellence and competitive advantage at Abu Dhabi University:

Organizational Excellence	Correlation Coefficient	R2	(F) value	Significance Level
Competitive Advantage	0.995	0.990	5213	0.000

Table (15) shows the indicators that place the relationship and influence between the study variables

The above indicators showed that the value of the indication level was (00.00), which means that it is a statistical function relationship at a lower level of function (0.05). As well, the indicators confirmed a strong correlation between the study variables, where the value of the Correlation Coefficient (0.995) which indicates that organizational excellence affects the dimension of competitive advantage from the point of view of the study community. This answer enhances the value of R2 selection factor that reached

(0.990), which means that (99%) of the change in competitive advantage is due to the impact of organizational excellence. This indicates that there is a statistically significant impact of organizational excellence on competitive advantage from the point of view of the study community. As well as all the indicators above prove the incorrect hypothesis, if there is a moral correlation between organizational excellence and achieving competitive advantage.

The First Sub-Hypothesis:

There is no positive moral impact of statistical significance between strategic planning and achieving competitive advantage at Abu Dhabi University.

Strategic Planning	Correlation Coefficient	R2	(F) value	Significance Level
Competitive Advantage	0.990	0.980	5287	0.000

Table (16) shows the indicators that place the relationship and influence between the study variables

The above indicators showed that the value of the indication level was (0.000), which means that it is a statistical function relationship at a lower level of function (0.05). As well, the indicators confirmed a strong correlation between the study variables, where the value of the Correlation Coefficient (0.990), which indicates that strategic planning affects the dimension of competitive advantage from the point of view of the study community. This answer enhances the value of the R2 selection factor that reached (0.980), which means that (98%) of the change in competitive advantage is due to the impact of strategic planning. This indicates that there is a statistically significant impact of strategic planning on achieving competitive advantage from the point of view of the study community. As well as all the indicators above prove that the hypothesis is incorrect, if there is a moral correlation between strategic planning and achieving competitive advantage.

The Second Sub-Hypothesis

There is no positive moral impact of statistical significance between human resources management and achieving competitive advantage at Abu Dhabi University.

Human Resources Management	Correlation Coefficient	R2	(F) value	Significance Level
Competitive Advantage	0.971	0.944	890.18	0.000

Table (17) shows the indicators that place the relationship and influence between the study variables

The above indicators showed that the value of the indication level was 0.000, which means that it is a statistical function relationship at a lower level of function (0.05). The indicators confirmed a strong correlation between study variables, where the value of the correlation coefficient (0.05) 0.971), which indicates that human resources management affects the dimension of competitive advantage from the point of view of the study community. This answer enhances the value of R2 selection coefficient that reached (0.944), which means that (94.4%) of the change in competitive advantage is due to human resources management. This indicates that there is a statistically significant impact of human resources management on achieving competitive advantage from the point of view of the study community. As well as all the indicators above prove the incorrect hypothesis, if there is a moral correlation between human resources management and competitive advantage.

The Third Sub-Hypothesis

There is no positive moral impact of statistical significance between organizational culture and the achievement of competitive advantage at Abu Dhabi University.

Organizational Culture	Correlation Coefficient	R2	(F) value	Significance Level
Competitive Advantage	0.980	0.960	1269	0.000

Table (18) shows the indicators that place the relationship and influence between the study variable

It was shown from the above indicators that the value of the level of indication was (0.000), which means that it is a statistical function relationship at a lower level of function (0.05). The indicators confirmed a strong correlation between the search variables, where the value of the factor Correlation (0.980), which indicates that the organizational culture affects the dimension of competitive advantage from the point of view of the study community. This answer enhances the value of R2 selection factor that reached (0.960), which means that (96%) of the change in competitive advantage is due to the organizational culture. This indicates that there is a statistically significant impact of organizational culture on achieving competitive advantage from the point of view of the study community. As well as all the indicators above prove the incorrect hypothesis, if there is a moral correlation between organizational culture and competitive advantage.

RESULTS

Some of the results of the study which aimed at identifying organizational excellence and its role in achieving the competitive advantage of Abu Dhabi University will be discussed, which can be explained by the following:

Discussing the Results of Organizational Excellence Requirements

The results showed that the importance of organizational excellence in achieving competitive advantage in the sample of study came high from the point of view of the members of the study sample. This shows that the competitive advantage is directly or indirectly affected by organizational excellence within the sample of the study. This makes the university and educational institutions interested in studying these requirements to achieve development, organization, change and competitive advantage in the field of higher education and educational services in general.

Through this the goals sought by the university can achieved, as well as various educational institutions. This is due to the fact that the interest in studying the requirements of organizational excellence helps to make the most of the available resources, which is reflected in the educational sector as a whole. Moreover, it increases the educational and social return of the university, which in turn makes the policies of organizational excellence more effectively at the individual and institutional executive level.

It was also found that, at the level of this dimensions, there were paragraphs that achieved a high rejection rate. In this axis the paragraph (the university leadership is interested in providing continuous feedback to employees to reduce errors) achieved a rejection rate of 90.9%, followed by the paragraph (the university provides staff with training programs to improve their performance continuously) with a rejection rate of 87.3%. Then, the paragraph (the university leadership provides material and moral incentives to distinguished employees), and the paragraph (there is a permanent review periodically of university strategies, with the aim of continues improving) with a rejection rate of 85.5% each, respectively.

Discussing the Results of the Competitive Advantage

The results showed that the importance of competitive advantage in the sample of the study came high from the point of view of the members of the sample of the study. But this shows that the management of educational organizations is well interested in trying to identify the innovations made by the workers. This demonstrates the importance of team cooperation among them, and helps the process of creativity and innovation at the university. The senior management of educational organizations develop programs for incentives and rewards to encourage the process of creativity and the introduction of new ideas.

It was also found that at the level of the dimensions of this axis that there were paragraphs that achieved a high rejection rate. In this axis, the paragraph (the university leadership is committed to conducting training courses and workshops aimed at increasing the efficiency of the employees) achieved a rejection rate of 65.4%, followed by the paragraph (employees commit to solving administrative problems in distinct creative ways) with a rejection rate of 63.6%. As well, the paragraph (employees at the university commit to the procedures and processes according to the system) with a rejection rate of 61.8%.

RECOMMENDATIONS

Based on the findings, the researcher recommends the following:

1. University leadership should be interested in constantly developing the organizational structure as needed, while ensuring the integration of organizational structure units and departments.
2. The need to develop a plan for the change which commensurate with the university's potential.
3. The process of decision-making of the leadership of the organizational structure must be clear and fast.
4. The need for the university leadership to draw up future plans and clarify them to the staff.
5. A regular review of university's strategies must be provided periodically, with a view to continuous improvement.
6. University leadership is committed to the participation of employees in the development of strategic plans at the university.
7. The number of university staff must be commensurate with the volume of work required at the university.
8. The university leadership must provide specialists to train and educate new staff on their careers.
9. The need for the university leadership to pay attention to providing continuous feedback to staff to reduce errors.
10. The University must provide staff with training programs, in order to continuously improve their performance.
11. The university leadership must provide material and moral incentives to distinguished employees.
12. The university leadership's must be interested in promoting staff satisfaction and job loyalty.
13. The various service providing processes at the University to its patrons must be constantly updated and developed.
14. The university leadership must be keen to develop the professional and cognitive competences of the staff to achieve quality and excellence.
15. The commitment of the university leadership to hold training courses and workshops that aim at increasing the efficiency of the staff.
16. The university's labor system must achieve equal opportunities for employees in terms of recruitment and development.
17. University staff must abide by the procedures and processes in accordance with the system.

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