

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

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**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.*

**Keywords:** 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, incl 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?
  1. Is there a connection between the Dal Group's competitive advantage and the entrepreneurial leadership variables?
  2. How does entrepreneurial leadership affect Dal Group's competitive advantage?
  3. 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)
  4. 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 subjects and samples:**

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 (136) respondents responded, for 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 point) 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 study's statistical analysis strategy :**

The Statistical Package for Social Sciences (SPSS) tool was used to evaluate the data along with a variety of statistical methods, such as running a reliability test using the "Cronbach's alpha coefficient." It was used to verify the precision of performance and descriptive statistics methods, which use frequencies, percentages, and standard deviation to determine how dissimilar the respondents' answers to each arithmetic mean expression were from one another. In order to assess the perspectives of the respondents, the reference average for the sample's responses on the five-point Likert scale was also calculated. The chi-square test (2) was used to determine whether the respondents' responses varied from one another, and the regression model was used to assess the study's hypotheses.

##### **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 also 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         |
|                                 | <b>Total</b>                         | <b>136</b>   | <b>100.0</b> |
| Age                             | More than 50 years                   | 24           | 16.7         |
|                                 | From 18-30 years                     | 41           | 30.6         |
|                                 | From 31 -50 years                    | 71           | 52.8         |
|                                 | <b>Total</b>                         | <b>136</b>   | <b>100.0</b> |
| Educational Level               | Diploma and less                     | 45           | 33.3         |
|                                 | BSc /BA                              | 68           | 50.0         |
|                                 | MSc/MA                               | 23           | 16.7         |
|                                 | PhD                                  | 0            | 0            |
| <b>Total</b>                    | <b>136</b>                           | <b>100.0</b> |              |
| Functional / Job                | Employee                             | 71           | 52.8         |
|                                 | General Manager                      | 4            | 2.8          |
|                                 | Department Head                      | 19           | 13.9         |
|                                 | Administrator                        | 30           | 22.2         |
|                                 | Other                                | 12           | 8.3          |
| <b>Total</b>                    | <b>136</b>                           | <b>100.0</b> |              |
| 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         |
| <b>Total</b>                    | <b>136</b>                           | <b>100.0</b> |              |

Source: Constructed by the Co-Researchers using information from a field investigation in 2022.

### Independent Variable: Entrepreneurial Leadership

**Table (3): displays the frequency and proportions of the first dimension assertions.: 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. 54.4% of all responses from the study sample population support the "first dimension: risk," 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 its ability to adapt to the new conditions at work, in addition to the fact that the Dal Real Estate Company is keen to make important decisions and bear its 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 developing the spirit of innovation to enhance employees                   | 60             | 72    | 4       | 0        | 0                 |
|  | 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: Constructed by co-researchers using data from a field survey conducted in 2022.

The following information is gleaned from the above table:

1. The statement "Dal Group is eager on creating the spirit of innovation to enhance employees" was endorsed by 44.4% of the study sample population, 52.8% of them agreed, and 2.8% were neutral.
2. The second component, "creativity," is supported by 46.7% of all responses from the study sample population, compared to 4.4% who are neutral and 2.2% who disagree.

This is acceptable because the Dal Real Estate Company has a reputation for being creative. This is in part due to the development of an innovative workplace culture, the company's desire to recognize and reward creative employees, and the company's desire to assist employees in coming up with practical work-related methods, means, and ideas.

**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                 |
|  | 87             | 38    | 7       | 4        | 0                 |

|  |      |      |      |     |   |
|--|------|------|------|-----|---|
| 2- <b>Dal Group</b> implements the strategic vision effectively and in the field                               | 63.9 | 27.8 | 5.6  | 2.8 | 0 |
| 3- <b>Dal Group</b> 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- <b>Dal Group</b> provides accredited training workshops to develop the capabilities and skills of employees | 60   | 45   | 20   | 11  | 0 |
|  | 44.4 | 33.3 | 13.9 | 8.3 | 0 |
| 5- <b>Dal Group</b> 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: Created by co-researchers using data from a field investigation in the year 2022.

From the above table, we can deduce that: 1. 55.6% of the study sample population strongly agreed that "Dal Group operates in the context of a well-defined and precise defined strategy plan," 2.8% disagreed, 2.8% were neutral, and 38.9% were in agreement.

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

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

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

| Statements  | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|----------------|-------|---------|----------|-------------------|
| 1- The <b>Dal Group</b> 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- <b>Dal Group</b> seeks to invest in new business opportunities.  | 49             | 76    | 11      | 0        | 0                 |
|   | 36.1           | 55.6  | 8.3     | 0        | 0                 |
| 3- <b>Dal Group</b> 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- <b>Dal Group</b> 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: Constructed by co-researchers using data from a field survey conducted in 2022.

1. According to the above table, 58.3% of the survey sample population highly believes that Dal Group is permitted to use the skills and abilities of its employees to carry out its business. 36.1% also strongly agree, 2.8% are indifferent, and 2.8% disagree.

2. The "Fourth Dimension: Initiative" is supported by 49.4% of respondents overall, 42.2% strongly, 7.2% neutrally, and 1.1% disagree.

This is justified since Dal Real Estate Company exhibits initiative, a quality that distinguishes strong businesses, as a result of its capacity to capitalize on staff skills and capacities to manage the work as well as its capacity to invest in new business possibilities.

**Table (7): Statements from the Dependent Variable, in terms of frequency and percentage : 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 improve its products permanently   | 76             | 56    | 4       | 0        | 0                 |
|   | 55.6           | 41.7  | 2.8     | 0        | 0                 |
| 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. 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 are also a major feature of the leading companies, by providing the company with unique products characterized by high quality in terms of their importance to customers, taking into account the speed at which its products reach customers, and following up on any emergency problem. The company focuses on reducing costs in order to support its policy of selling at the lowest price.

**Table (8): For the first-dimension statements, arithmetic means, standard deviations, and chi-square test results (Risk)**

| No. | Statement   | Chi square value | Degree of Freedom | probability value | Arithmetic mean | Standard deviation | Median | Conclusion |
|-----|---|------------------|-------------------|-------------------|-----------------|--------------------|--------|------------|
| 1   | <b>Dal Group</b> has the ability to adapt to new working conditions                       | 36.444           | 3                 | 0.00              | 4.56            | .695               | 5.00   | Function   |
| 2   | <b>Dal Group</b> 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   | <b>Dal Group</b> is keen not to make major mistakes while dealing with developments       | 15.167           | 2                 | 0.00              | 4.53            | .609               | 5.00   | Function   |
| 5   | <b>Dal Group</b> 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: Constructed by co-researchers using data from a field survey conducted in 2022.

The aforementioned table shows that there are statistically significant disparities in the respondents' responses, with all probabilistic chi-square test results for the first theme's statements being less than 0.05 and statistically significant. Given its value, we find that the arithmetic mean is greater than the fake mean (3). As a result, feedback from the respondents about the first dimension's assertions was gathered.

**Table (9): Calculating the chi-square test results for assertions of the second dimension using arithmetic means, standard deviations, and values (creativity).**

| No. | Statement   | Chi square value | Degree of Freedom | probability value | Arithmetic mean | Standard deviation | Median | Conclusion   |
|-----|---|------------------|-------------------|-------------------|-----------------|--------------------|--------|--------------|
| 1   | <b>Dal Group</b> has the ability to adapt to new working conditions                 | 15.500           | 2                 | 0.02              | 4.42            | .554               | 4.00   | Function     |
| 2   | <b>Dal Group</b> 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   | <b>Dal Group</b> is keen not to make major mistakes while dealing with developments | 12.667           | 2                 | 0.02              | 4.39            | .766               | 4.50   | Function     |
| 5   | <b>Dal Group</b> 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: Constructed by co-researchers using data from a field survey conducted in 2022.

The aforementioned table shows that there are statistically significant differences between the respondents' responses because the bulk of the probabilistic chi-square test results for the second theme's assertions are less than 0.05, which is statistically significant. Given its value, we find that the arithmetic mean is greater than the fake mean (3). The opinions of the respondents about the statements of the second dimension were therefore accepted.

**Table (10): The third theme statements' arithmetic means, standard deviations, and chi-square test results (Strategic vision):**

| No. | Statement | Chi square value | Degree of Freedom | probability value | Arithmetic mean | Standard deviation | Median | Conclusion |
|-----|-----------|------------------|-------------------|-------------------|-----------------|--------------------|--------|------------|
|-----|-----------|------------------|-------------------|-------------------|-----------------|--------------------|--------|------------|

|   |   |        |   |      |      |      |      |          |
|---|---|--------|---|------|------|------|------|----------|
| 1 | <b>Dal Group</b> 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 | <b>Dal Group</b> implements the strategic vision effectively and in the field                               | 34.444 | 3 | 0.00 | 4.53 | .736 | 5.00 | Function |
| 3 | <b>Dal Group</b> takes advantage of different trends to discover opportunities and achieve excellence       | 18.500 | 2 | 0.00 | 4.56 | .652 | 5.00 | Function |
| 4 | <b>Dal Group</b> provides accredited training workshops to develop the capabilities and skills of employees | 12.222 | 3 | 0.00 | 4.14 | .961 | 4.00 | Function |
| 5 | <b>Dal Group</b> 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: Constructed by co-researchers using data from a field survey conducted in 2022.

The aforementioned table shows that there are statistically significant disparities in the respondents' responses, with all probabilistic chi-square test results for the third theme's statements being less than 0.05 and statistically significant. Given its value, we find that the arithmetic mean is greater than the fake mean (3). As a result, the respondents' perspectives on the remarks made by the third dimension were accepted.

**Table (11): Calculating the arithmetic means, standard deviations, and chi-square test results for the fourth dimension statements: (initiative).**

| No. | Statement   | Chi square value | Degree of Freedom | probability value | Arithmetic mean | Standard deviation | Median | Conclusion |
|-----|---|------------------|-------------------|-------------------|-----------------|--------------------|--------|------------|
| 1   | <b>Dal Group</b> 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   | <b>Dal Group</b> seeks to invest new opportunities in work  | 12.167           | 2                 | 0.00              | 4.28            | .615               | 4.00   | Function   |

|   |  |            |   |      |      |      |      |          |
|---|--|------------|---|------|------|------|------|----------|
| 3 | <b>Dal Group</b> is looking forward to participate in the multitasking               | 15.500     | 2 | 0.00 | 4.42 | .554 | 4.00 | Function |
| 4 | Evolution of <b>Dal Group</b> by harnessing New Entrepreneurial Ideas                | 26.444     | 3 | 0.00 | 4.28 | .701 | 4.00 | Function |
| 5 | <b>Dal Group</b> 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   | 128.2<br>2 | 3 | 0.00 | 4.33 | .659 | 4.0  | Function |

Source: Constructed by co-researchers using data from a field survey conducted in 2022.

The aforementioned table shows that there are statistically significant disparities in the respondents' responses, with all probabilistic chi-square test results for the third theme's statements being less than 0.05 and statistically significant. Given its value, we find that the arithmetic mean is greater than the fake mean (3). As a result, the respondents' perspectives on the remarks made by the third dimension were accepted.

**Table (12): Calculated averages, standard deviations, and results of the chi-square test for the dependent variable statement: (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 creative sense   | 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: Constructed by co-researchers using data from a field survey conducted in 2022.

According to the aforementioned table, most probabilistic chi-square test results for the dependent variable's statements are less than 0.05 and statistically significant, proving that there are statistically significant differences between respondents' responses. Given its value, we find that the arithmetic mean is greater than the fake mean (3). The opinions of the respondents regarding the dependent variable's claims of "competitive advantage" were taken into consideration as a result.

## Second: hypothesis testing

### Presentation and discussion of the key hypothesis' findings.



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 the primary hypothesis's simple linear regression analysis:**

|                                    | Regression coefficients | (t) test          | (p value (Sig)) | Interpretation  |
|------------------------------------|-------------------------|-------------------|-----------------|-----------------|
| $\hat{B}_0$                        | 11.260                  | 1.847             | 0.073           | Non-significant |
| $\hat{B}_1$                        | 0.473                   | 6.851             | 0.000           | 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 ( $R^2$ ) attained a value of 0.58, which means that entrepreneurial leadership, as an independent variable, contributes 58% to 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 of 0.00.
4. When entrepreneurial leadership is zero, the average competitive advantage is 11,260.
5. .4730, implying that entrepreneurial leadership boosts 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): the first hypothesis's simple linear regression analysis findings:**

|                                    | 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 the average competitive advantage when the risk is zero.
5. 1,428 means that increased 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): the second hypothesis's simple linear regression analysis findings:**

|                                    | 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: Constructed by co-researchers using data from a field survey conducted in 2022.

**The table above demonstrates:**

1. The estimation's results show that creativity as an independent variable and competitive advantage as a dependent variable are significantly directly correlated (0.54).
2. The coefficient of determination was 0.30, showing that creativity as an independent variable results in a competitive advantage of 30%. (the dependent variable).
3. The F test value was 14,310, showing that the simple regression model is significant, which is a function used to determine the level of significance (0.00).

When innovation is nil, the average competitive advantage is 27.599.

1.153, which indicates that boosting creativity leads to a 1.153 increase in competitive advantage.

We conclude that the second study's hypothesis, "There is a statistically significant link between creativity and competitive advantage," has been met based on the aforementioned facts.

**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             | 0.00            | Significant    |
| Correlation coefficient (R)        | 0.63                    |                   |                 |                |
| Coefficient of determination $R^2$ | 0.41                    |                   |                 |                |
| (F) Test                           | 23.110                  | 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 strong 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 F., which was 23.110 (0.00).
4. **28,066** is the average competitive advantage when the strategic vision is zero.
5. **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 $R^2$ |                         |          |                 |                |

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|          |  |                   |
|----------|--|-------------------|
| (F) Test |  | Significant Model |
|----------|--|-------------------|

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

The above table shows that:

1. The estimation's findings revealed a strong direct association between initiative as an independent variable and competitive advantage as a dependent variable (0.67).
2. The coefficient of determination ( $R^2$ ) obtained a value of 0.45, indicating that initiative, when considered an independent variable, contributes 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 the average competitive advantage when the initiative is zero.
5. 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. Entrepreneurial leadership and competitive advantage are statistically significantly correlated.
2. Risk and competitive advantage have a statistically significant correlation.
3. The correlation between creativity and competitive advantage is statistically significant.
4. Strategic vision and competitive advantage are statistically significantly correlated.
5. Initiative and competitive advantage have a statistically significant relationship.
6. The impact of entrepreneurial leadership on competitive advantage is 58%.
7. Risk subtracts 43% from competitive advantage. 8. The competitive advantage is 30% more influenced by creativity.
8. The competitive advantage is impacted by the strategic vision by 41%.
9. The initiative eliminates 45% of the competitive advantage.

**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 it 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 changes in business strategies are needed 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.

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