

## Leadership Competencies and Competitive Advantage "Empirical Study on Jordan Telecommunications"

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### Abstract

This study examines the impact of leadership competencies on competitive advantage in the Jordanian telecommunications industry (JTI). The population of the study consisted of all working companies in the (JTI). A simple random sampling technique was used to select (2) working companies out of (3). The unit of analysis who surveyed for this study were the middle line departments' managers, supervisors and team leaders, a total of 120 questionnaires were administered to respondents; statistical tools were used to test the hypothesis such as: one way ANOVA and simple regression.

The Study revealed that leadership competences had a significant impact at level of ( $P \leq 0.05$ ) on competitive advantage by the Jordanian telecommunication companies in the Jordanian market, as well an existence relationship between leadership competences and competitive advantage. Also, The study found that Leadership in the Jordanian Telecom industry is strongly aligned with the International standards and adopting the competencies which are honored by the American Management Association such as: Strategy development, communication skills, fostering innovation and creativity, developing leaders, and hiring talent.

**Keywords:** Leadership competences, Competitive advantage, Hybrid strategy, Jordan telecommunications Industry.

### Introduction

Organizations depend upon capable, strategic and visionary leadership to guide them through unprecedented changes. Leadership competencies are a requirement for most organizations in Today's competitive market place. Nowadays senior leaders are facing tough decisions that have far reaching consequences; they are looking to grow and expand by improving the organization's leadership capabilities, thinking and planning.

Competent leaders with deep visionary exerting their abilities to bring out capabilities in others and realizing their utmost potential is one sure way of measuring efficient leadership. Moreover, Market and customer changes had to be more fundamental and more systematic; it had to produce positive signs and results that satisfied not only top management but also the expectations of increasingly demanding shareholders. Assessing leadership capabilities and skills (competencies) within this pressure become very vital and strategic. Therefore organizations have to establish clear goals toward building a competitive advantage base in the market place through identifying the top Leadership Competencies required.

### Significance of the Study

Basically, the importance of this study stems from the fact that there are no local studies conducted in Jordan's business environment to investigate the Strategic leadership competencies' effect on competitive advantage in the Telecom. Industry. A clear need existed for empirical studies that link leadership competencies and competitive advantage using appropriate analytical statistical methods. Leadership competencies are a requirement for most professionals in this competitive market place (Itagilta et al, 2000).

Moreover, leadership development is a strategic objective which lead and urge organizations to identify the staffs'

competences needed to gain competitive advantage in the market place across the three management levels of the organizations. Competent Leadership can integrate management practices, differentiate the organization, and establish guide direction toward growth and prosperity; Competencies are a critical leverage to produce strategic leadership.

### **Problem Statement and Study Questions**

It became apparent from what was presented that there as an acknowledged problem concerning the issue of establishing an effective framework that link strategic leadership competencies and competitive advantage. Also, the level of leadership possession to competencies is not clear.

The American Management Association sponsored research on leadership in which nearly 2,000 global executives were studied for insights on leadership competencies.

The study determined that future Top 5 Leadership Competencies are the following: Strategy development, communication skills, fostering innovation and creativity, developing leaders, and hiring talent (Horwath, 2006).

Based on the research problem, and this ultimate purpose, the research was design to address the following questions:

What competencies do the Jordanian leadership equipped with?

How strong are leadership in these competencies?

What impacts the leadership competencies would have on the organizational competitive advantage in the Jordanian Telecommunication Industry.

How aligned is Jordanian Telecommunication Companies (JTC's) leadership strength with the most important competencies according to American Management Association list?

### **Study Objective**

The ultimate objective of this study is to develop and test a model that captures the relationships effects between leadership competencies and competitive advantage in the Jordanian Telecom industry (JTI).

#### **The Proposed Framework, Hypothesis and Study Model**

The study developed a conceptual framework that consists of two parts which depicts the study model as shown in (figure one): the first part of the framework is the Leadership Competencies: Strategy development, communication skills, fostering innovation and creativity, developing leaders, and hiring talent. The second part illustrated the integration of cost leadership and differentiation strategy (competitive advantage).

### **The main hypothesis of the study:**

There is a significant impact of Leadership Competencies on gaining competitive advantage by the Jordanian telecommunication companies in the Jordanian market. The hypothesis is broken in to five minor hypotheses:

There is a significant impact of Strategy development competence on gaining competitive advantage.

There is a significant impact of communication skills competence on gaining competitive advantage.

There is a significant impact of "fostering innovation and creativity" competence on gaining competitive advantage.

There is a significant impact of developing leader's competence on gaining competitive advantage.

There is a significant impact of hiring talent competence on gaining competitive advantage.

### **Theoretical Background and Literature Review**

The foundation and development of Telecommunications Industry in Jordan

The market is the most liberalized in the region. Incumbent JTG, operating as Orange Jordan, has been privatized and France Telecom owns a controlling 51% share. Competition is allowed in all sectors of the market. Jordan has a highly developed telecommunications network . Telephone usage (both landlines and mobiles) is high, and although internet penetration is still relatively low at 38.0% of the population, user numbers are expanding rapidly. The government will continue to stress the importance of the information and telecommunication technologies (ICT) sector to the wider economy and hopes to cement Jordan's place as a regional ICT leader over the medium to long term meanwhile, government is working to address employment issues and education related to sector by

developing ICT training and opportunities to increase the overall penetration of ICT in Jordanian society (D&B Country Report, 2011/2012; Wikipedia, 2012).

#### Leadership competencies

The goal of establishing competencies for leaders in the business environment should lead to better define what functions leaders must execute to make themselves different from others and make their organizations effective. According to Glasgow City Council (2010), Competencies are underlying characteristics that lead to superior performance in an individual's job, they include qualities, skills, attributes and traits that help people to be successful; Competencies go beyond the traditional focus on academic qualifications, technical skills and experience, providing a framework for assessing and developing deeper-seated personal skills. Competencies are also capable of being developed in people rather than being fixed and immovable.

Profit organizations, government agencies, and educational institutions need strategic leadership who can effectively navigate complex situations, creating dialogue, common vision, and shared commitments to facilitate effective organizational change. Meanwhile, many important questions that need to be answered and evaluated at the strategic level must be addressed such as: What competencies do our managers have? What do they need to improve their competencies? Are they ready and equipped to promote and reinforce ongoing leadership development? All these aspects became the fear for organizations in this dynamic business world which indeed required highly competent, intelligent and initiative leaders who could provide mechanisms and generating opportunities.

Competencies have become a more prevalent method of identifying the requirements of supervisory, managerial, and leadership positions, rather than job or task analysis techniques, because they provide a more general description of responsibilities associated across these positions (Briscoe and Hall, 1999); it's a transaction of work, goal realization, or performance of a certain role in the business process. Based on these facts, Leadership development should begin and end with the business's strategy and objectives in Mind (Bleak & Fulmer, 2009; Mintzberg, 1973). Hewitt found that the top 20 companies in the U.S. in leadership development closely linked development strategies with business strategies (Salob & Greenslade, 2005).

Successful companies work hard to execute the strategies that lead for good leadership development. They create enterprise wide standards, practices, and metrics for recruiting talented leadership. They design a cascade program and processes through the organization to improve a positive impact and drive cultural change; include flexibility in centralized leader development programs in order to address specific business needs and customize developmental solutions for business units in order to better ensure senior management support and engagement (Council, 2004; Fulmer, 2005; Salob & Greenslade, 2005). Microsoft is a life example on leadership competencies; leaders have been equipped with certain competencies with concentration on technical competence, which led them to dominate the competitors. They had the desire to win in every industry such as Internet industry and became a dominant Internet innovator player, while maintaining a strong presence in the software market.

Scholars have shown how organizational structure, strategy, technology, culture, and other management tools help bring effectiveness and competitive advantage to organizations (Nadler & Tushman, 1997). According to Raelin (2003), the 21st-century organizations are knowledge-based and require that everyone share the experience of serving as a creative leader; this means sharing power, responsibility, values and aspirations, and working together to bring success to the organization.

The IBM study goes on to state that CEOs recognize that Creative Leadership will require them to shed some long held beliefs and to create original rather than traditional approaches, they must be ready to upset the status quo even if it is successful, they must equip their entire organization to be a catalyst for strategy development, innovation and creativity; for most leadership teams, this requires an entirely new set of capabilities (Meredith, 2011).

Strategic and talented management is the corner stone for success in the new talent-based economy. Research done by McKinsey and Company in 1997 and 2000 shows that high-performing companies place management of

organizational talent as a top three priority followed by utilize strategic talent management practices, and have leaders who possess a belief in the importance of talent as a foundation; meanwhile, average-performing companies lack these qualities (Michaels et al., 2001). According to a study by development dimension International; the Best Practices For Tomorrow's Global Leaders are: Global scope, Multiple perspectives, New Section on the Role of Leadership, and Links With Financial Performance (Bernthal & wellins, 2006).

Regardless the size of your organization, leaders need good communications skills to succeed, By communicating more effectively, managers improve their ability to get things done with and through people . In fact, effective communication is what allows a manager to move into a leadership position (Barrett, 2006). An early Harvard Business School study on what it takes to achieve success and be promoted in an organization says that the individual who gets ahead in business is the person who “is able to communicate, to make sound decisions, and to get things done with and through people” (Bowman, et al., 1964). Good communication enhances managerial and leadership skills, as well as personal and role effectiveness, it promotes transparency and harmony in the work environment, leading to greater involvement of staff and effective team and partnership building (WHO, 2008).

Today’s (and tomorrow’s) leaders must be flexible, collaborative, able to leverage subject matter expertise, and willing to continue their learning; Learning organizations must be able to support leaders as they develop those characteristics (Fulmer & Bleak , 2009). Accordingly, organizational leadership was and will be the most important aspect of the organizational creativity and innovation dynamics. It is obvious that no any organization can transform or renew itself unless their leaders articulate the managerial and technical process in motion and sustain it. Therefore, organizations need creative leaders to manage the innovation process, as well on going leadership development process to meet their challenges.

### **Competitive Advantage**

The international school of management (2012), defined competitive advantage as "An advantage over competitors gained by offering consumers greater value, either by means of lower prices or by providing greater benefits and service that justifies higher prices". Agbour (2008) stated in his practical study that: creativity of an organization depends on how the leader designs the organization and creates the environment that allows creativity to develop; it depends on how the leader inspires everyone to bring out his or her best competencies and use that to help, lead, and transform the organization toward a competitive advantage over its rivals.

Meanwhile, arguments for the implementation of hybrid strategies came from some problems associated with pure strategies (Miller, 1992). Therefore, cost leadership and differentiation strategies may address customer needs efficiently; they may be more difficult to imitate; and generate a more flexible, wider view. The pursuit of hybrid competitive strategies may help obtain several sources of advantage, and thus make it possible to achieve higher performance levels (Mas & Bin-Abdulah 2011; Beal and Yasai-Ardekani, 2000).

Based on that, competitive advantage is bounded in a deep understanding of the challenging relationship between the organization and its environment; It requires soliciting the talented and right people to facilitate identifying market opportunities, connections, patterns and key issues controlling the completion in the business environment to reach the desired competitive position.

### **Previous Studies Review**

Kushwaha (2011) studied the impact of globalization which has compelled SMEs to adopt Information and Communication Technology (ICT) practices to survive and compete with large companies. The study describes the role of Information and Communication Technology (ICT) enabled Supply Chain Management practices to achieve the competitive advantage. The study found that the key for SMEs is that the information and communication technology provides so many options and avenues to take advantage of in a way that big business just can't or doesn't see value in. Finally the study suggests that SMEs should establish appropriate ICTs goals, identifies critical ICTs needs, visionary leadership and allocates financial resources in order to achieve the competitive advantages.

Agbor (2008) explores the important role of leadership in the innovation process of organizations. It argues that while culture, strategy, technology, and other management tools are important in generating effectiveness in the 21st

century, creativity and innovation are what drive organizational success in many sectors. However, for creativity to take place, leaders must actively implement strategies that encourage it. The study found that, leadership is the catalyst and source of organizational creativity and innovation. Also, for organizations to be able to achieve constant innovation, effective leadership must establish an environment conducive to renewal and build organizational culture that encourages creativity, manage diversity and innovation.

Levi (2006) examined the entry strategies of foreign companies in Indian Telecommunications Market. The main questions of the research were: 1- Why is the Indian telecommunications market so attractive to investors? 2- What strategies have been followed by foreign companies entering the Indian market. 3- what has been the result of following these entry strategies? The research also identifies the prime sectors of Indian telecom for investment in future and provides recommendations to foreign companies intending to enter the Indian telecom market in future. It was found that foreign companies business strategy in India was shaped with flexibility and with ability to perform in the market taking into account the financial difficulties as well as deviations arising due to government, infrastructure, bank, pricing etc.

Bernthal & Wellins (2006) highlight a leadership forecast picture by investigating the Best Practices for Tomorrow's Global Leaders. Participants of this study included 4,559 leaders and 944 HR representatives from 42 countries. The sample involved both public and private organizations from 36 industries. Also, 63 % of the organizations employ more than 1,000 people. The leader and HR samples represented a wide range of levels and responsibilities. This 2005–2006 study has the following objectives: Determine current perceptions of leader strengths and capabilities, identify what it means to be a leader (i.e., motivations, pressures, work/life balance), The study main findings was, development programs are most valuable when they develop leaders in a way that helps the organization address its business needs.

Worden (2003) investigated the tension between strategic planning and leadership vision which exists within strategic leadership. A qualified (mediated) dualistic model is presented to highlight this tension within strategic leadership. The study assured that by borrowing from ecological theory, this tension is depicted in terms of natural forces having qualitatively different natures that can be mutually negating if not mediated effectively. Also it stated that, Integrity is the glue providing for credible leadership vision amid a strategic perspective oriented to financial performance constrained against expediency. The final conclusion was, mediated by integrity, strategic leadership can be a basis for sustainable competitive advantage.

## **Study Methodology and Design**

### **Population and sample of the study**

The target population of this study comprised all the Jordanian Telecommunications Companies. Official statistical sources of the Ministry of communications and information technology indicated a total number of (3) companies who provide Mobile, Fixed line and/or Broadband Internet to individual and business in the Jordanian market (Orange, Zain and Umniah). A sample of (2) companies were chosen randomly based on simple random sampling; the unit of analysis in the study were the middle line departments' managers, supervisors and team leaders. (120) questionnaires were distributed to departmental staff; (84) questionnaires were returned, (6) questionnaires were excluded from the analysis leaving (78) questionnaires that were included in the analysis.

### **Data Collection**

Qualitative data were collected through survey questionnaire and analyzed in order to fully investigate the effect of leadership competencies on competitive advantage. The survey questioner consisted of two parts. Part one provided some information about the respondents in the selected field as shown in (Table 1). Part two as shown in (Table 2) provided information about leadership competencies factors as independent variable as follow: Strategy development (5 questions), communication skills (5 questions), fostering innovation and creativity (5 questions), developing leaders (5 questions), and hiring talent (5 questions). Also the competitive advantage as a dependent variable has been measured through (6 questions). Competitive advantage has been represented based on hybrid strategy (integration of cost leadership strategy and differentiation strategy). Five points Likert scale (strongly agree, agree, moderate, disagree, and strongly disagree) were used in formatting the questionnaire. The final format of the questionnaire was developed, trailed, modified, and then distributed to JTC,s staff. The references were documented based on APA, 2010.

### **Validity and Reliability**

The face validity of the questioner was ensured through a pilot study of the survey questionnaire. 8 copies were distributed to experts in JTC,s field. The format of the questioner was modified according to expert's comments and suggestions. The reliability of the questioner was tested according to Gronbach Alpha formula, the reliability coefficient of each leadership competent factor was as follows: Strategy development (91%), communication skills (84%), fostering innovation and creativity (87%), developing leaders (94%), and hiring talent (81 %). The reliability coefficient of competitive advantage as a whole was (79%). The reliability test was conducted to check for inter-item correlation in each of the variables in the questionnaire. "The closer Cronbach's alpha is to one, the higher the internal consistency reliability" (Sekaran, 2003).

### **Data Analysis**

In order to test the hypothesis, SPSS was used to analyze the data and the following tools were used: descriptive analysis frequencies, means and standard deviation were calculated, while to test the hypothesis one way ANOVA was used to measure the differences between groups, and finally simple regression analysis was calculated to assess the impact of leadership competences on competitive advantage in the (JTI).

## **STATISTICS ANALYSIS AND HYPOTHESIS TESTING**

### **8.1 Demographic profile**

According to table (1) the demographic sample was divided between males (69.2%) and females (30.8%). The survey showed that majority of the staff is under the age of (50) years old. (85.9 %) of them are holding Bachelor degree, while most of them (43.6%) with 5years to less than 10 years of experience.

## **HYPOTHESIS TESTING**

### **9.1 Test the Major Hypothesis**

"There is a significant impact of Leadership Competencies on gaining competitive advantage by the Jordanian telecommunication companies in the Jordanian market ".

The hypothesis of the study carried out the simple regression to test the major hypothesis; tables (9a, 9 b, 9c,) depict the model. It was found encouraging result here. It shows that the value of ( $R^2 = 0.280$ ), this means that leadership competences was able to explain (28 %) of the variance in the dependent variable, it also shows that F value is ( $f=29.58$ ) significant at ( $P \leq 0.05$ ), in addition the value of Beta is ( $\beta=0.529$ ,  $P \leq 0.05$ ). Based on the result we accept the major hypothesis that indicates a significant impact of Leadership Competencies on gaining competitive advantage by the Jordanian telecommunication companies in the Jordanian market at level of ( $P \leq 0.05$ ).

#### **9.1 a Test the Minor Hypothesis (a)**

The study carried out the simple regression to test the minor hypothesis (a). Tables (9.d, 9.e) depict the model. It shows that the value of ( $R^2 = 0.153$ ), this means that strategy development was able to explain (15.3%) of the variance in the dependent variable (competitive advantage). It also shows the F value is ( $f=13.745$ ) significant at level ( $P \leq 0.05$ ), which mean there is statistical evidence to support the existence of a relationship effect between the strategy development and competitive advantage. In addition the value of Beta is ( $\beta=0.391$ ,  $P \leq 0.05$ ). Based on the result we accept the minor hypothesis (a) that indicates a significant impact of strategy development on gaining competitive advantage by the Jordanian Telecommunication companies in the Jordanian market at the level of ( $P \leq 0.05$ ).

#### **9.1.b Test the Minor Hypothesis (b)**

The study carried out the simple regression to test the minor hypothesis (b). Tables (9.f, 9.j) depict the model. It shows that value of ( $R^2 = 0.135$ ), this means that communication skills was able to explain (13.5%) of the variance in the dependent variable (competitive advantage). It also shows the F value is ( $f=11.828$ ) significant at level ( $P \leq 0.05$ ), which means there is statistical evidence to support the existence of a relationship effect between the communication skills and competitive advantage. In addition to that, the value of Beta is ( $\beta=0.367$ ,  $P \leq 0.05$ ). Based

on the result we accept the minor hypothesis (b) that indicates a significant impact of communication skills competence on gaining competitive advantage by the Jordanian telecommunication companies in the Jordanian market at the level of ( $P \leq 0.05$ ).

#### **9.1.c Test the Minor Hypothesis (c)**

The study carried out the simple regression to test the minor hypothesis (c). Tables (9.k, 9.L) depict the model. It shows that the value of ( $R^2 = 0.263$ ), this means that fostering innovation was able to explain (26.3%) of the variance in the dependent variable (competitive advantage). It also shows the F value is ( $f=27.149$ ) significant at level ( $P \leq 0.05$ ), which mean there is statistical evidence to support the existence of a relationship effect between the fostering innovation and competitive advantage. in addition the value of Beta ( $\beta=0.513$ ,  $P \leq 0.05$ ). Based on the result we accept the minor hypothesis (c) that indicates a significant impact of fostering innovation on gaining competitive advantage by the Jordanian telecommunication companies in the Jordanian market at the level of ( $P \leq 0.05$ ).

#### **9.1.d Test the Minor Hypothesis (d)**

The study carried out the simple regression to test the minor hypothesis (d). Tables (9.m, 9.n) depict the model. It shows that the value of ( $R^2 = 0.227$ ), this means that strategy development was able to explain (22.7%) of the variance in the dependent variable (competitive advantage). It also shows the F value is ( $f=22.33$ ) significant at level ( $P \leq 0.05$ ), which mean there is statistical evidence to support the existence of a relationship effect between the leadership development and competitive advantage. In addition the value of Beta is ( $\beta=0.477$ ,  $P \leq 0.05$ ). Based on the result we accept the minor hypothesis (d) that indicates a significant impact of leadership development on gaining competitive advantage by the Jordanian telecommunication companies in the Jordanian market at the level of ( $P \leq 0.05$ ).

#### **9.1.e Test the Minor Hypothesis (e)**

The study carried out the simple regression to test the minor hypothesis (e). Tables (9.e, 9.w) depict the model. It shows that the value of ( $R^2 = 0.132$ ), this means that hiring talents was able to explain (13.2%) of the variance in the dependent variable (competitive advantage). It also shows the F value is ( $f=11.545$ ) significant at level ( $P \leq 0.05$ ), which mean there is statistical evidence to support the existence of a relationship effect between the leadership development and competitive advantage. In addition the value of Beta ( $\beta=0.363$ ,  $P \leq 0.05$ ). Based on the result, we accept the minor hypothesis (e) that indicates a significant impact of hiring talents on gaining competitive advantage by the Jordanian telecommunication companies in the Jordanian market at the level of ( $P \leq 0.05$ ).

#### **Conclusion And Recommendations**

The findings of this empirical study confirmed the following:

The Study revealed that leadership competences had a significant impact at level ( $P \leq 0.05$ ) on competitive advantage by the Jordanian telecommunication companies in the Jordanian market.

The study showed that there is statistical evidence to support the existence relationship at level ( $P \leq 0.05$ ) between leadership competences and competitive advantage.

The study found that Leadership in the Jordanian Telecom industry is strongly aligned with the International standards and adopting the competencies which are honored by the American Management Association such as: Strategy development, communication skills, fostering innovation and creativity, developing leaders, and hiring talent.

The study indicated that (85%) of the staff are under the age of 50 years old, and (61.5%) of them holding bachelor degree, while (26.9%) are post graduates.

The study indicated that (30.2%) of human resources working in the (JTI) are females.

Based on the study findings, the author makes the following recommendations:

Enhancing the leadership competences along the organizational structure is very vital for making the Jordanian Telecommunications Companies attractive to work and compete on regional and international level.

It's believed that, Jordanian telecommunications company's can play a major role in creating more jobs in the local market since 2/3 of the Jordanian people are under the age of 30 years.

We believe that in the next stage of globalization, the integration of leadership competences can facilitate gaining a

competitive edge along with the alignment of goals; are the keys to competitive advantages in this technology-driven industry.

Jordanian companies are highly encouraged to develop a clear strategy for enhancing a leadership competency in order to improve its performance and get the most out of its capabilities.

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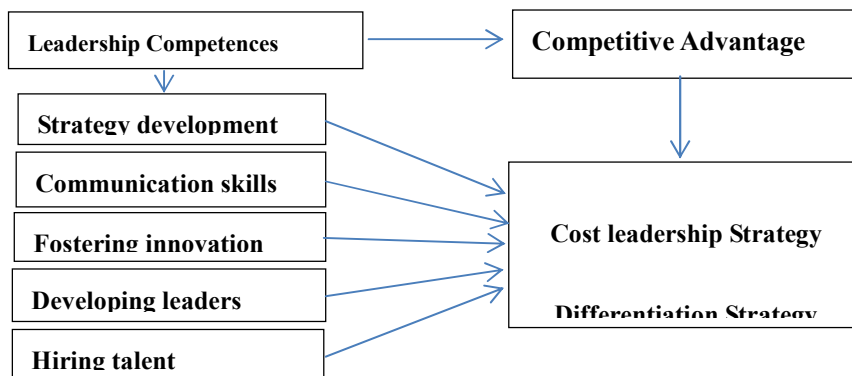
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**Figure (1) Research Framework/ Study Model.**



**TABLE 1. DEMOGRAPHIC PROFILE OF THE STUDY (n = 78)**

DEMOGRAPHIC VARIABLES		FREQUENCIES	PERCENTEGES%
GENDER	Male	54	69.2%
	Female	22	30.8%
AGE	Less than 30 years old	8	10.3%
	30 years-less than 40	24	30.7%
	40 years- less than 50	35	44.9%
	Over 50 years old	11	14.1%
ACEDEMIC CLASS	Associate Degree	9	11.6%
	Bachelor Degree	48	61.5%
	Higher degree	21	26.9%
EXPERIENCE IN INDUSTRY	One year-less than 5	16	20.5%
	5 years- less than 10	34	43.6%
	Over 10 years	28	35.9%

**TABLE 2: THE LEADERSHIP COMPETENCIES' SUEVEY AND IT,S STATISTICAL WEIGHTS: (5 indicates strongly agree, 4 indicates agree, 3 indicates moderate agree, 2 indicates disagree, 1 indicates strongly disagree)**

No.	Item	5	4	3	2	1
	Strategy Development	5	4	3	2	1
1	My Organization is concern to facilitate a unified, collective understanding of the firm's strategic vision.					
2	My Organization works on tying leadership culture, values, practices, and development to business strategy.					
3	My Organization <b>Identifies the business challenges and goals by Developing measures and action plans for each goal..</b>					
4	My Organization effectively managing the firm's internal resource portfolio.					
5	The company works to identify the potential and resources with the greatest impact on competitive advantage.					
	Communication Skills	5	4	3	2	1
6	Communications are <i>essential to keep our entire organization functioning at maximum levels and to make the most of our greatest management resource.</i>					
7	Management takes steps to ensure that the communication process is being carried out effectively and smoothly.					
8	My organization believes, Good communications are the lifeblood of any enterprise, large or small. __					
9	My organization is interested in communications as a key element in the management of change and exchange of experiences.					
10	The organization adopts an effective strategy of communication to be close to our clients, stakeholders and obtain feedback from the public.					
	Fostering Innovation and Creativity	5	4	3	2	1
11	My organization is Committed to make a difference.					
12	My organization always fostering a case for new ideas/improvements.					
13	Focusing on increasing organizational capability requires developing the collective capabilities of various groups and teams in the organization.					
14	There is a strategic needs for the unity of research and development to identify opportunities in the market.					
	Developing Leaders	5	4	3	2	1
16	My organization emphasizes the continuing development of its current					

	leaders' skills.					
17	My organization concerns in Building teams of leaders and leaders of teams.					
18	Providing mechanisms and opportunities for self-development.					
19	Disseminating leadership throughout the organization.					
20	Aligning management systems to promote and reinforce ongoing leadership development, and foster a winning corporate culture_					
	Hiring Talents	5	4	3	2	1
21	My organization facilitate Creating a positive environment that secure the immediate application of knowledge.					
22	The organization invests in building the leadership and the development of creativity.					
23	The organization works on the exploitation of core competencies.					
24	The organization has strength in the development of future leaders.					
25	The organization executes deep analysis on the requirements, role, basic skills of the potential talent required periodically.					
	Hybrid Strategy: Cost leadership and differentiation.	5	4	3	2	1
26	The Company believes that the best quality and low cost should support each other.					
27	There is ongoing research for analyzing the internal technological state, as well the technology in the external environment to meet the client's expectations.					
28	The Organization recognizes that the needs and expectations of customers are changing and developing.					
29	We are committed to quality products and innovative services.					
30	The company is building a good mental image to customers by offering discounts and added value.					
31	The organization work hard to enhance the technological capabilities to meet the competitive necessities regional wise.					

**Table 9a Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529 <sup>a</sup>	.280	.271	.48815

a. Predictors: (Constant), Leadership competences

**Table 9b ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.051	1	7.051	29.588	.000 <sup>a</sup>
	Residual	18.110	76	.238		
	Total	25.161	77			

a. Predictors: (Constant), Leadership competences

b. Dependent Variable: competitive Advantage

**Table 9c Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.251	.318		3.937	.000
	Leadership competences	.550	.101	.529	5.439	.000

a. Dependent Variable: competitive Advantage

**Table 9d Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.391 <sup>a</sup>	.153	.142	.52949

a. Predictors: (Constant), strategy development

**Table 9e ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.853	1	3.853	13.745	.000 <sup>a</sup>
	Residual	21.308	76	.280		
	Total	25.161	77			

a. Predictors: (Constant), strategy development

b. Dependent Variable: competitive Advantage

**Table 9f Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.367 <sup>a</sup>	.135	.123	.53524

a. Predictors: (Constant), communication skills

**Table 9j ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.389	1	3.389	11.828	.001 <sup>a</sup>
	Residual	21.772	76	.286		
	Total	25.161	77			

- a. Predictors: (Constant), communication skills  
 b. Dependent Variable: Competitive Advantage

**Table 9k Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.513 <sup>a</sup>	.263	.254	.49389

- a. Predictors: (Constant), fostering innovation

**Table 9L ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.622	1	6.622	27.149	.000 <sup>a</sup>
	Residual	18.539	76	.244		
	Total	25.161	77			

- a. Predictors: (Constant), fostering innovation  
 b. Dependent Variable: competitive Advantage

**Table 9m Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.477 <sup>a</sup>	.227	.217	.50585

- a. Predictors: (Constant), Leadership development

**Table 9n ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.714	1	5.714	22.331	.000 <sup>a</sup>
	Residual	19.447	76	.256		
	Total	25.161	77			

- a. Predictors: (Constant), Leadership development  
 b. Dependent Variable: Competitive Advantage

**Table 9e Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.363 <sup>a</sup>	.132	.120	.53610

a. Predictors: (Constant), Hiring talents

**Table w ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.318	1	3.318	11.545	.001 <sup>a</sup>
	Residual	21.843	76	.287		
	Total	25.161	77			

a. Predictors: (Constant), Hiring talents

b. Dependent Variable: Competitive Advantage

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