



**The Arab American University**  
**Faculty of Graduate Studies**

**Building Competitive Advantage Using Recruiting Strategies in  
Palestinian universities**

**By**

**Hana' Mohammad Jameel Faza'**

**Supervisor:**

**Dr. Raed Iriqat**

**This Thesis was submitted in Partial Fulfillment of the  
Requirements for Master's Degree in Strategic Planning and  
Fundraising**

**January / 2020**

**©Arab American University –2020.All Rights Reserved.**

# Thesis Approval

## Building Competitive Advantage Using Recruiting Strategies in Palestinian universities

**This thesis was defended successfully on ..... and Approved by:**

**Committee Members:**

**Signature:**

**Dr. Raed Iriqat (Supervisor)**

\_\_\_\_\_

**Dr. Emad Weld Ali (Internal Examiner)**

\_\_\_\_\_

**Dr. Yousef Abu Fara (External Examiner)**

\_\_\_\_\_

## DECLARATION

I, the undersigned, declare that the work presented in this thesis is based on my own work and has not been submitted for any degree in any University, institution, or other college of higher education, to obtain master degree from Arab American university in Palestine (AAUP).

**Hana' Mohammad Jameel Faza'**

Singed: \_\_\_\_\_

Date: \_\_\_\_\_

## **DEDICATION**

To my father spirit

## **ACKNOWLEDGEMENT**

My sincere gratitude goes to my supervisor Dr. Raed Iriqat, who paved my way step by step during my research work till the completion of my thesis; deeply appreciate his guidance, insightful advice and inspiring knowledge. I would also thank my beloved mother for her constant love, support and care.

## Abstract

This study aimed to build a competitive advantage in Palestinian universities using recruiting strategies. The descriptive analytical approach was adopted to answer the study's problem, questions and hypotheses in order to suit it for the purposes of the study. The primary data were collected from the study community through the use of the questionnaire. The study community was determined by all employees in administrative positions in the Palestinian universities, including administrative and academic staff. The non- probability sampling (convenience sample) of the appropriate sample type was used. The sample size was (125) employees.

The researcher used repetition to describe the demographic and average variable and the standard deviation to answer the research questions, in addition to a one-way test sample for testing hypotheses and multi-line regression to test the importance of using Recruiting strategies and their impact on the competitive advantage in Palestinian universities.

The study reached a set of results, the most important of which was that there is a high level of use of recruiting strategies in Palestinian universities, while the level of use of internal recruiting in Palestinian universities was moderate, while the level of use of external recruiting was high, moreover, the study showed that The level of competitive advantage in Palestinian universities is high.

The study recommended Palestinian universities to cooperate with recruitment companies, and universities to rely more on human resources and benefit from administrative competencies from external recruiting, and it is absolutely necessary to encourage administrative staff to academic development, and enhance the concept of

reliance on internal recruiting strategy in Palestinian universities, as well as the use of recruiting external from the available external sources.

The study also recommended that universities pay close attention to fresh graduates with little experience, especially those who graduated from them. In addition to using external recruiting and focusing on administrative competencies and those outside the university with expertise, which reduces training costs and reduces the negative feelings of colleagues.

As for the recommendations of competitive advantage, the study recommends the following:

Continuing to develop the quality of education in Palestinian universities by constantly striving to attract scientific and practical experiences in the field of teaching, competition in establishing local and international partnerships and providing practical training programs for faculty members, focusing more on homework for students, and developing university infrastructure to be more appropriate for the number of students. It is also necessary to support the educational environment that creates qualified graduates and work to create new policies to follow graduates after graduation and that universities maintain their reputation for continuous and renewed academic development by allocating funds to support scientific research, and encouraging faculty members to participate in the field of scientific research in All international forums - and also in the field of technology, by providing facilities for users and encouraging the use of e-learning.

Setting a clear standard for employee incentives and rewards and tracking them, and professional training programs to qualify administrative employees, in addition to setting distinct strategic plans that focus on human resources, increasing community service contribution to community members in general.

## TABLE OF CONTENTS

Code	Contents		Page
<b>I</b>	Thesis Approval		<b>I</b>
<b>II</b>	Declaration		<b>II</b>
<b>III</b>	Dedication		<b>III</b>
<b>IV</b>	Acknowledgment		<b>IV</b>
<b>V</b>	Abstract		<b>V</b>
<b>VII</b>	Table of Contents		<b>VII</b>
<b>Chapter I: Introduction</b>			
<b>1.1</b>		<b>Study Background</b>	<b>1</b>
<b>1.2</b>		<b>Problem Statement</b>	<b>3</b>
<b>1.3</b>		<b>Study Objectives</b>	<b>4</b>
	<b>1.3.1</b>	Main Objective	<b>4</b>
	<b>1.3.2</b>	Sub Objectives	<b>4</b>
<b>1.4</b>		<b>Study Questions</b>	<b>5</b>
	<b>1.4.1</b>	Main Question	<b>5</b>
	<b>1.4.2</b>	Sub Questions	<b>5</b>
<b>1.5</b>		<b>Study Hypothesis</b>	<b>5</b>
<b>1.6</b>		<b>Significance of the Study</b>	<b>6</b>
<b>Chapter II: Literature Reviews</b>			
<b>2.1</b>		<b>Summary of Literature Review</b>	<b>7</b>
<b>2.2</b>		<b>Theoretical Literature Review</b>	<b>7</b>
	<b>2.2.1</b>	The Concept of Recruiting	<b>8</b>
	<b>2.2.1.1</b>	Importance of Recruiting	<b>9</b>
	<b>2.2.1.2</b>	Recruiting Objectives	<b>10</b>
	<b>2.2.1.3</b>	Recruiting Strategies	<b>11</b>
	<b>2.2.2</b>	The Concept of Competitive Advantage	<b>14</b>
	<b>2.2.2.1</b>	Competitive Advantage Dimensions	<b>15</b>
	<b>2.2.2.2</b>	Types of Competitive Advantage	<b>16</b>
	<b>2.2.2.3</b>	Importance of Competitive Advantage	<b>17</b>
	<b>2.2.2.4</b>	Sources of Competitive Advantage	<b>17</b>
<b>2.3</b>		<b>Empirical Reviews</b>	<b>19</b>
	<b>2.3.1</b>	Empirical Literature Review	<b>19</b>
<b>Chapter III: Research Methodology</b>			
<b>3.1</b>		<b>Study Design</b>	<b>39</b>
<b>3.2</b>		<b>Data Collection</b>	<b>39</b>
	<b>3.2.1</b>	Primary Data	<b>40</b>
	<b>3.2.2</b>	Secondary Data	<b>40</b>
<b>3.3</b>		<b>Study Instrument</b>	<b>40</b>
	<b>3.3.1</b>	Questionnaire Design	<b>40</b>
	<b>3.3.2</b>	Questionnaire Validity	<b>41</b>
	<b>3.3.3</b>	Questionnaire Reliability	<b>42</b>

<b>3.4</b>		<b>Conceptual Model</b>	<b>44</b>
<b>3.5</b>		<b>Study Population</b>	<b>45</b>
	<b>3.5.1</b>	Sample Type &Size	<b>45</b>
<b>3.6</b>		<b>Data Analysis Method</b>	<b>46</b>
<b>Chapter IV: Data Analysis</b>			
<b>4.1</b>		<b>Participant Profile</b>	<b>47</b>
<b>4.2</b>		<b>Study Questions</b>	<b>49</b>
<b>4.3</b>		<b>Testing Hypothesis</b>	<b>64</b>
<b>Chapter V: Conclusions &amp; Recommendations</b>			
<b>5.1</b>		<b>Conclusion</b>	<b>86</b>
<b>5.2</b>		<b>Study Limitations</b>	<b>88</b>
<b>5.3</b>		<b>Recommendations</b>	<b>88</b>
	<b>5.3.1</b>	Recommendations Related to Recruiting Strategies	<b>88</b>
	<b>5.3.2</b>	Recommendations Related to Competitive Advantage	<b>89</b>
<b>5.4</b>		<b>Future Research</b>	<b>90</b>

## BIBLIOGRAPHY LIST

<b>Appendices</b>		
	<b>References</b>	<b>91</b>
<b>Appendix (1)</b>	English Version of Questionnaire	<b>95</b>
<b>Appendix (2)</b>	Arabic Version of Questionnaire	<b>102</b>
<b>Appendix (3)</b>	Evaluators List	<b>106</b>
	Abstract in Arabic language	<b>107</b>

## TABLES LIST

Items	Page
Recruiting Strategies Empirical Review	<b>19</b>
Competitive Advantage Empirical Review	<b>29</b>
Questionnaire Modification Process	<b>41</b>
Reliability Tests	<b>43</b>
Study Population	<b>45</b>
Study Sample Size	<b>46</b>
Descriptive Statistics of Demographic Variable (N=125)	<b>47</b>
Submitted Data Analysis Procedures for Likert scale Data	<b>49</b>
Mean and Standard Deviation of Internal Recruiting strategy Dimension	<b>50</b>
Mean and Standard Deviation of External Recruiting strategy Dimension	<b>52</b>
Mean and Standard Deviation of Education Quality Dimension	<b>53</b>
Mean and Standard Deviation of Graduates Quality Dimension	<b>55</b>
Mean and Standard Deviation of Academic Reputation Dimension	<b>56</b>

Mean and Standard Deviation of Academic Development Dimension	<b>57</b>
Mean and Standard Deviation of Technology Development Dimension	<b>58</b>
Mean and Standard Deviation of Administrative Development Dimension	<b>60</b>
Mean and Standard Deviation of Community Service Development Dimension	<b>61</b>
Mean and Standard Deviation of all dimensions of Recruiting Strategies	<b>63</b>
Mean and Standard Deviation of all dimensions of Competitive Advantage	<b>63</b>
Mean and Standard Deviation and the results of one sample statistics for all dimensions of Recruiting Strategies	<b>64</b>
Mean and Standard Deviation and the results of one sample statistics for all dimensions of Competitive Advantage	<b>65</b>
The results of independent t test for all dimensions of Recruiting Strategies and Competitive Advantage according to Gender	<b>66</b>
The results of independent t test for all dimensions of Recruitment Strategies and Competitive Advantage according to Specialization	<b>67</b>
The results of One Way ANOVA test for all dimensions of Recruiting Strategies and Competitive Advantage according to university type	<b>68</b>
The results of LSD- test for dimensions of Recruiting Strategies and Competitive Advantage in the Palestinian Universities according to university type	<b>70</b>
The results of One Way ANOVA test for all dimensions of Recruiting Strategies and Competitive Advantage according to work nature	<b>71</b>
The results of One Way ANOVA test for all dimensions of Recruiting Strategies and Competitive Advantage according to qualification	<b>73</b>
The results of LSD- test for CRM dimensions according to qualifications	<b>75</b>
The results of One Way ANOVA test for all dimensions of Recruiting Strategies and Competitive Advantage according to years of work experience	<b>75</b>
The results of LSD- test for dimensions of Recruiting Strategies and Competitive Advantage in the Palestinian Universities according to years of experience	<b>77</b>
The results of one way anova test for all dimensions of Recruiting Strategies and Competitive Advantage in the Palestinian Universities according to job title	<b>80</b>
Correlation among recruiting strategies and competitive advantage	<b>82</b>
The guidelines for assessing the relationship	<b>82</b>
R-square and ANOVA for econometrics model	<b>84</b>
The OLS summary statistics of the null hypothesis	<b>85</b>

# CHAPTER I

## INTRODUCTION

### 1.1 Study Background

Many of the bad hiring decisions taken by Managers have long-term adverse effects that lead to weak organizational performance and reduction in its competitiveness in the market, and consequently a failure in achieving organizational objectives.

The success of the decision-making process in employment is linked to the organization's strategies, objectives, mission and vision, and its willingness to select the best candidates for rare high-quality talents. In its turn, this can enhance the company's performance by contributing to customer satisfaction, creativity, innovation and productivity and developing a good reputation in the society.

Many researchers have studied recruiting strategies and its mechanisms, where recruitment is described as “a set of activities and processes used to obtain sufficient numbers of qualified persons in the right place and time and in a legal manner so that the institution and the people can choose each other in their best interests in the short and long term” (Richardson, M. A. (2009).

Hofer and Schendel (1978, p. 25) described competitive advantage as “the unique position an organization develops vis-à-vis its competitors through its patterns of resource deployments”. In this context, they are suggesting that competitive advantage ensued from competencies; they also viewed competitive advantage as something that can be used within the firm's strategy.

A study was conducted by Morrish & Lee (2011) found that increasing in the competition for international students led the higher education institutions to become more proactive in their marketing; however, institutions and countries where education is a major contributor to the economy need more than savvy marketing tactics to survive in this competitive market. The international education sector survival of a country depends on an understanding of its sources of competitive advantage which should be the central point of any organization's strategy. Moreover, sustaining this competitive advantage is urgent in order to maintain and improve an organization's position in the market can only be achieved through continuously building on distinctive capabilities that are unique, difficult to replicate, superior to competition and sustainable over time (Barney, 1991; Day, 1994).

The present study aims to build a competitive advantage in Palestinian universities through the use of recruiting strategies and thus build a model based on these results that can help in selecting a qualified cadre capable of achieving the objectives of universities and benefit from this model by understanding the internal and external recruiting environment of the institution. In its turn, this would affect the performance of employees and eventually the ability to compete in the market.

The study consists of five chapters, the introduction which reveals the study problem statement, questions, hypotheses and significance of study. The second chapter presents the literature review that highlights the theoretical and the empirical reviews of the previous studies about the study topic. As for the third chapter, it explains the study methodology that contains the study design, data resources (primary and secondary data), study instrument, validity and reliability of questionnaire, conceptual model, the study population and sample size and finally the methods of data analysis. The fourth chapter is data analysis where the data is analyzed and

corresponded to the study questions and hypotheses whereas the last chapter points out the research conclusion and recommendations, study limitations, and suggestions for future research.

## **1.2 Problem statement**

The presence of good number of local universities in Palestine increased the intensity of competition between them, therefore it became critical for all universities to study the extent of their use of recruiting strategies and its role in building the competitive advantage, where universities performance is considered the most sensitive and effective element in building competitive advantage, because it is linked to the quality of staff and recruitment mechanism. Furthermore, the great similarity between the educational services provided by the universities of different types has increased the intensity of competition between them, as the quality of education is the separator and the largest determinant of the universities development.

Over the last few decades, researchers have made great efforts in allocating and examining the problems faced by the institution, which is the decision to fill the job either by internal recruitment as the employers know a lot about internal candidates or external recruitment, where employers do not know much about external candidates (DeVaro, Kauhanen, &Valmari, 2015).

A wide range of researches around the world have studied strategies that help to make a decision on recruiting, which in turn effects on the old and new employee's performance in the organization.

The fact that the achievement of institution objectives, whether administrative or academic is linked to the performance of the employee who is a competitive advantage between institutions, the objective of this study is to examine the impact of recruiting strategies on competitive advantage in Palestinian universities.

### **1.3 Study objectives**

#### 1.3.1 Main Objective:

To identify the role of using the recruiting strategies in building the competitive advantage in Palestinian universities.

#### 1.3.2 Sub Objectives:

1. To identify the level of using the internal recruiting strategy in Palestinian universities.
2. To identify the level of using the external recruiting strategy in Palestinian universities.
3. To identify the degree of competitive advantage in Palestinian universities.
4. To find the significance difference in using the recruiting strategies in building the competitive advantage in Palestinian universities due to demographic variables.
5. To identify the relationship between Recruiting strategies and competitive advantage in Palestinian universities.
6. To identify the impact of using recruiting strategies in building a competitive advantage in Palestinian universities.

## **1.4 Study questions**

### 1.4.1 Main question:

What is the role of using the recruiting strategies in building the competitive advantage in Palestinian universities?

### 1.4.2 Sub questions:

1. What is the level of using the internal recruiting strategy in Palestinian universities?
2. What is the level of using the external recruiting strategy in Palestinian universities?
3. What is the degree of competitive advantage in Palestinian universities?
4. Is there a significant difference in using the recruiting strategies in building the competitive advantage in Palestinian universities due to demographic variables?

## **1.5 Study Hypotheses**

In order to answer the research questions, the following hypotheses were tested:

1. Recruiting strategies play a significant role in Palestinian universities.
2. Competitive advantage plays a significant role in Palestinian universities.
3. There is a significant difference in understanding both of recruiting strategies and competitive advantage dimensions in Palestinian universities due to demographic variables.
4. Recruiting strategies are significantly correlated to competitive advantage in Palestinian universities.

5. There is an impact of using recruiting strategies in building a competitive advantage in Palestinian universities.

## **1.6 Significance of the study**

The importance of this study is to build the competitive advantage through using recruiting strategies in Palestinian universities, emphasized by enriching the theoretical and intellectual framework to increase market competitiveness between universities, and work on improving employee morale by minimizing the occurrence of poor performance and high turnover.

Another key thing is to remember, developing the human resources pool by selecting the best qualified candidates for the job and effective HR planning and comprehensive functional analysis, would help understanding best practices for placements.

Browning, V., Edgar, F., Gray, B., & Garrett, T. (2009) found that knowledge, skills and attitudes are an emerging sources of competitive advantage of service sectors employees. Indeed, achievement of a "service quality" culture, which imperative for competitive advantage in service organizations, should be results from the use of best practice human resource management (HRM), and from a strategic approach to their implementation.

## **CHAPTER TWO**

### **LIERETURE REVIEW**

#### **2.1 Summary of Literature Review**

Understanding the strategies of recruiting is necessary and inevitable in order to achieve a competitive advantage in the Palestinian universities, which in its turn leads to improve the overall performance of the university, especially employees performance. This literature review provides an understanding of the theoretical framework that explains recruiting strategies, their importance and role in achieving competitive advantage and all key information about them. The experimental structure includes evidence from literature and studies on the implementation of recruiting strategies and how to build a competitive advantage. An in-depth summary of the information at the end of the review provides a summary of this literature review.

#### **2.2 Theoretical Literature Review**

This section of the literature review deals with theoretical literature on recruiting strategies in institutions in general and educational institutions in particular. This information provides the background necessary to understand the concept of recruiting strategies and competitive advantage, including defining the concept of recruiting strategies and competitive advantage, also, knowing their role and importance, and considering different perspectives of these terms.

### ***2.2.1 The concept of recruiting:***

The concept of recruiting depends on being one of the most important pillars of human resources management in modern institutions. The achievement of the strategic objectives of the organization is linked to the extent of the ability of the workforce management to provide an institution with individuals capable of implementing organizational strategies (Zayed, 2003). In addition, Box, Purcell, Wright (2007) defined recruiting as those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees.

In his research Richardson (2012) has identified recruiting as a human resource management function, and as one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruiting decisions continue to affect organizational performance and limit goal achievement, it takes a long time for public service agencies in many jurisdictions to identify and implement new, effective hiring strategies. In some areas, existing laws inhibit change; in others, the inhibiting factor is managerial inertia.

Denisis(2005) as cited in Al-Ghalaini (2015) defined recruiting as the process of attracting the competencies of qualified candidates to work in the institution and work to select the best in terms of competence and skills. While Abu-Ghazaleh (2016), defined recruiting term as attracting the largest possible number of human resources needed by the university at the lowest possible cost. This can be attained according to specific qualities and specifications by using modern techniques such as internet in vacancies announcements or the demand of employees according to specific

specifications, by filling the online form on network or send an application with self-confidentiality to the e-mail address of the selection and employment management of employees. This process may sometimes be mediated by a company specialized in e-recruiting between the applicant and the applicant institution.

Moreover Salem, et al (2002) as cited in Abu Sneineh (2017) defined the recruiting as seeking, recruiting, attracting and selecting the right people to fill vacancies at work.

The researcher draws from the previous definitions that recruiting is the process of searching, attracting and choosing the qualified candidates to fill the job, from inside and outside human resources of the organization.

#### ***2.2.1.1 Importance of recruiting***

Successful recruiting is a direct reflection of the health and professionalism of business and the most important part of the organization. It is also essential that you have a good hiring process to attract the right type of staff that meets your business needs. Additionally, the recruiting process must be cost-effective and time-consuming.

Recruiting and training can be costly and time consuming, so any organization should make sure to make the right choices that will reduce the time spent on research, interviews, hiring and training. It is also important to build a positive image of your customers, colleagues and competitors. Notably, following a structured recruiting path leads to the creation of qualified candidates who will prove to be significant assets for business (Sherzay, 2015).

### ***2.2.1.2 Recruiting Objectives***

The process of recruiting aims at achieving the initial alignment between the functional characteristics and the qualifications of future occupants. (Al-ta'e, et al., 2006) by:

1. Provide an adequate pool of suitable applicants to fill positions at the lowest possible cost.
2. Contribute to increasing the effectiveness of selection by attracting suitable individuals, the final selection of which will reduce the number of unqualified applicants.
3. Contribute to increasing the stability of human resources in the organization by attracting good candidates and retaining the desired staff.
4. Reducing the efforts and expenditures of human resources activities that entail the selection process such as training by focusing on attracting a suitable, distinguished, competent and qualified group of applicants to fill the vacant positions.
5. Achieve social, legal and ethical responsibility for human resources management by adhering to the proper research process and securing the rights of applicants.

Yakubovich, &Lup (2006) classified the stages of the recruiting process into three types:

- Self-selection: where applicants themselves decide whether to proceed or not. One of the most common examples of this type of selection is the decision to apply and accept the offer.

- Objective selection phase: the employer continually applies the same metrics to all candidates, and then automatically decides to take the person to the next stage if the predetermined goal is met. An example is the various tests that have a minimum passing score.
- The subjective selection: characterized by ambiguous considerations and is of a relative nature, although the stage of bidding is a good example of this stage.

### ***2.2.1.3. Recruiting strategies***

#### 1. Internal sources:

The best staff can be found from within the organization, when a vacancy arises it can be given to an employee already on the pay-roll. Significantly, when a higher post is given to a deserving employee, it motivates all other employees of the organization to work harder.

In the same context, internal sources include promotion, transfer and in certain cases demotion where employees can be informed of such vacancy by internal advertisements.

#### The advantages of internal recruiting include:

1. little uncertainty about productivity when using Internal recruiting; so has low downside risk.
2. Internal recruiting creates strong incentives for employees, because the competition circle is small and this means that the effort will likely be rewarded with promotions.
3. Internal recruiting motivates the development of specialized skills and knowledge; due to employees anticipate in working for long time with the firm.

4. Reallocating the workforce in the firm productively through internal recruiting across different job levels.
5. At one job level, internal recruiting creates new jobs, and strengthening incentives at lower levels.

☒ Disadvantages of internal recruiting:

1. There is little uncertainty about productivity in internal recruiting, so has less upside potential than external recruiting.
2. A firm's employees might grow lazy and complacent without the prospect of external recruiting.
3. Internal recruiting decreases the infusion of new ideas and knowledge into the firm.
4. Recruiting restricts the applicant pool size.
5. The new jobs created by internal recruiting in the firm are associated with additional recruiting, screening, training and orientation costs.

Despite the disadvantages, this strategy is frequently used as a source of recruiting when knowledge and skills specific are important to the firm, when promotions are crucial for encouraging current employees, when the costs of a recruiting mistake are particularly large, and when an additional job is not too costly (DeVaro, J. 2016).

2. External Sourcing:

according to Jamil, R., &Neem, H. (2013) Outsourcing is relatively a new phenomenon which is becoming very popular in modern firms. also, Outsourcing recruiting process is mainly used to increase the efficiency of the organization through managerial time saving along with the cost (Corbett, 2004).

As cited in Fernández-Sánchez, J. A., de Juana-Espinosa, S., & Valdés-Conca, J. (2006) Advantages of external recruiting:

1. Higher number of candidates.
2. Encouraging innovation and change.
3. Encouraging modification in culture.

☒ Disadvantages of external recruiting:

1. high recruiting cost.
2. slower results.
3. No previous knowledge of candidates.
4. Longer socialization period.
5. Likely cultural shock.
6. de-motivate among the current employees.

Fernández-Sánchez, J. A., de Juana-Espinosa, S., & Valdés-Conca, J. (2006)

Some considered that recruiting strategies are “dimensions of recruiting” and of course they include internal versus external according to Heneman and Judge (2003), supported by two small European recruiting strategies studies Schwan and Soeters (1994) Windolf (1986), while “recruiting dimensions” are not significant dimensions of the recruiting strategies from Barber point of view (1998), because they provide a common framework for categorizing individual-level organization-wide research on recruiting or knowledge status assessment. Whereactors are different dimensions or categories (applicants, organization, regulatory agents, foreigners, activities, results, context and stages). Since no study can focus on all five dimensions

(not even a review of biblical literature), so to advance recruiting research, specialized scientists need to develop a comprehensive, theoretical and concise model of recruiting strategies. So such a model is used to restrict our knowledge more precisely on how and why recruiting works.

### ***2.2.2 The concept of competitive advantage***

The definition of competitive advantage according to Khalil(1998) is the skill, technology or outstanding resource that allows the organization to produce values and benefits for customers, more than what is provided by competitors, and confirms its distinctiveness and difference from those competitors from the point of view of customers who accept this difference and excellence, where it brings them more benefits and values that excel what other competitors offer them.

While Porter (1993) as cited in Al-Ghalaini (2015) said that competitive advantage arises once the bank has discovered new, more effective methods than those used by competitors, which can materialize this discovery in the field. In the same context, Lombardo (2015) as cited in Al-Shaikh (2015) defined competitive advantage as a set of unique features of a company and its products that are perceived by the target market as significant and superior to the competition. In other words, it is the reason behind brand loyalty and why you prefer one product or service over another. There are different types of competitive advantages that companies can actually use; they are cost competitive advantage and product/service differentiation.

Al-shaikh (2015) shown that the competitive advantage in the context of higher education institutions is a critically investigate the discourse of competitive advantage in the life and activities of public higher education institutions (PHEIs).

In his research, Al-Daihani (2017) adopted the definition of bisaria (2013) of the competitive advantage in university environments as the ability to improve and develop university performance in a way that serves the set goals, and achieves them better than other competitors from universities and colleges.

Moreover, a study was conducted by Chegrani (2019) pointed out that the concept of competitive advantage from point of view of Abdel wahab (2015) came to replace the concept of comparative advantage, which requires the penetration of global markets through reliance on the support and protection provided by the state and the use of low-quality production factors to reduce the cost and thus produce competing goods in terms of price only and unable to withstand and compete in terms of quality in the global and local markets.

The researcher draws from the previous definitions that competitive advantage is the ability to improve and develop the organizational performance of the organization as a whole in a different, unique and distinct way and thus achieve its goals in gaining the loyalty of its customers better than other competitors.

#### ***2.2.2.1 Competitive Advantage Dimensions***

Achieving competitive advantage is linked to the interdependence of a set of dimensions, which is the perceived value of the customer as follows (Chegrani, 2019):

First of all, cost reduction: organizations that seek the largest market share as the basis for success are those who provide the service at the lowest cost than their competitors in the same field, because lower cost is the main customers' goal.

The Second dimension is reputation: Fombrun & Charles J (2007) defined it as a set of wonderful and beautiful values that affect people minds and attracts their trust,

honesty, transparency, integrity, quality, social responsibility and others. That is to say, whenever the public opinion is positive it is more likely to maintain the relationship between them and the organization, and thus achieve competitive advantage organization.

Thirdly is creativity which is one of the pillars of competitiveness that is based on achieving value added to the customer by providing everything new, and satisfy the needs and desires of customers required and even unexpected.

Fourthly comes response where according to Qureshi and Sultani (2017) achieving superior customer response requires a high sensitivity and accurate knowledge of the customer and then focus on the needs that can be perceived in order to achieve a high quality level difficult to be achieved by competitors.

Finally, quality which is one of the most important foundations to win the trust and loyalty of the customer and thus achieve competitive advantage (Daden& Rashid, 2008).

#### ***2.2.2.2 Types of competitive advantage***

Types of competitive advantage as presented by Porter (1997) are in two forms: cost advantage and differentiation. An enterprise can outperform its competitors either by reducing production costs and thus achieving a low price advantage or through product differentiation (Wassila, 2012).

Firstly, advantage cost: an enterprise can achieve a low price advantage over its competitors if the cost of the activities producing value for the enterprise is lower than its competitors. The second point is differentiation: an organization distinguishes

itself from its competitors when it has unique characteristics that make the customer realize that the organization offers something unique and difficult to imitate.

### ***2.2.2.3 Importance of competitive advantage***

A study was conducted by Christian (2017) found that competitive advantage is important for satisfied customers who will receive higher value in the products offered to them to obtain higher income than the owners demand from the management. These requirements can be met by organizing production at the lowest possible cost of the production itself and in high application on that (Ranko, Berislav, Anton, 2008).

In order for higher education institutions to achieve a competitive advantage, they are obliged to practice it, such as striving to be unique and distinct from other institutions. This requires a change in the philosophy and vision of higher education that is no longer far from the difficulties and variables facing economic institutions (Ranko et al., 2008).

### ***2.2.2.4 Sources of competitive advantage***

Wang & Chu (2011) cite the following sources of competitive advantage:

a. Technology and Innovation: little is known on how technological innovation in different institutions is directed to their technology strategy, despite the growing importance of innovation and the role that technological capabilities play in the growth path of the enterprise, a plan that guides the accumulation and diffusion of technological resources and capabilities (Dasgupta, Sahay, and Gupta, 2009).

Moreover, the nation's total innovative capacity derives from the collective creative capacity of its institutions. The more innovative a country is, the stronger its

competitive advantage is. Obviously, innovation also enhances overall productivity and production value of each component, thus increasing resource efficiency in the country (Knight, 2007).

b. Human Resources: strategic best practices for human resource management, first, internal career opportunities to organizational preference for recruiting mainly from within. Secondly, training systems; do institutions provide intensive training opportunities for their employees or do they rely on selection and socialization processes to acquire required skills. Thirdly, evaluations are evaluated in terms of results-based performance ratings and the extent to which secondary views are considered in these ratings. Fourthly, job security reflects the degree to which employees feel secure about continued employment. Although formal job security has generally declined, institutions may have an implicit or explicit policy. Fifthly, staff participation in decision-making and opportunities to deliver proposals for improvement. Sixthly, job description so jobs are clearly defined to employees so they know what is expected from them. Finally, revenue sharing reflects an interest in overall organizational performance on a sustainable basis (Akhtar 1, Ding, and Gloria, 2008).

c. Effective organizational structure facilitates the working relationships between different entities in the organization and improves the efficiency of work within organizational units, where the chain of command will be extended and the scope of control will expand if the organization expands. Therefore, organizational structures must be changed from time to time to enable recovery.

## 2.3 Empirical reviews

### 2.3.1 Empirical literature review

The researcher addressed empirical reviews that related to the dimensions of this study and the correlation of these reviews to the study.

**Table (1): Recruiting Strategies Empirical Review**

#	The author	Title of Study	Aim of Study	Design of Study	Conclusion	Recommendation	Limitations
1	Meera Shanker (2019)	Recruitment process and its impact on retention of commercial pilots in Indian aviation industry	The aim of the study is to find out the impact of recruitment practices on the retention of commercial pilots by airlines in India. Which makes training newly recruited pilots a huge investment by airlines and form them a challenge in the aviation industry in India and abroad by hiring and retaining commercial pilots.	The study adopt exploratory and descriptive approach by a sample of (225) commercial pilots from different Indian airlines	1. The discovery of five factors of retention and selection measures: a) An encouraging and friendly staffing policy, b) The influence of external and internal regulatory factors. c) Brand of employment. d) Organizational growth e) Opportunities for self-advancement 2. Four factors for retention strategies are: Positive Work Culture, Individual Growth Opportunities, Development	Service sectors should adopt appropriate employment policies (employee friendly and encouraging hiring policies), as well as efforts to establish a recruitment brand, with a constant focus on employee growth and advancement opportunities. Where a positive work culture, growth opportunities and individual development, a set of salary benefits and a chance for self-realization will help employees stay in the organization longer.	Random sampling, the results may be different if the study is applied to a different country or economy. Preferred employment strategies and retention policies in the Indian aviation sectors may be different from other countries' policies for the same sector.

					, Interest Payroll Group, and Opportunity for Self-Achievement 3. There is a positive relationship between different dimensions of recruitment and selection of retention strategies, and The impact of those retention policies was positive.		
<b>2</b>	Hasan Gilani, Shabana Jamsheed (2016)	An exploratory study on the impact of recruitment process outsourcing on employer branding of an organization	Focus on outsourcing recruitment process (RPO) as an essential element of brand improvement in the company, through the use of staff capabilities and talents. It examines the extent to which RPO concepts are interlinked and their contribution to the employer trademark process.	The study adopted Exploratory research using case study analysis, by using the semi-structured interviews with the Human Resource and marketing managers using the qualitative method.	1. The role of talented employees in improving the corporate brand image. 2. Develop customer perceptions through their attitudes and behaviors. 3. Reduced human resources costs through RPO services and the responsibility of the organization taken by the RPO.	1.the need to address the issues concerning the employee branding of an outsourced member of staff. 2.There are various factors highlighted by the conceptual model that must be addressed by the HR Manager in order to maintain consistency in the staff brand of the organization.	This study was limited to assessing the impact of RPO on the employer brand in manufacturing organizations due to access problems.
<b>3</b>	Carroll, M., Marchington, M., Earns	Recruitment in small firms Processes,	The research aims to ascertain	The study adopted the case study, and	1. There is little evidence of the adoption		

	Law, J. and Taylor, S (1999)	methods and problems	whether small firms follow the procedures outlined in the employment literature and to what extent they rely on informal recruitment methods.	a total of 40 companies participated, eight in each of the five sectors that the case studies decided to limit.	of recommended methodological procedures and the significant use of “proven and reliable” methods. 2. Adopting more formal procedures and methods can reduce the turnover of employees in small businesses and the associated costs. 3. Many young employers will remain unconvinced on the pretext of opening employment channels and may find that their current methods are more cost-effective in the short term.		
4	<u>HK Aggerholm, SE Andersen (2018)</u>	Social Media Recruitment 3.0: Toward a new paradigm of strategic recruitment communication	The Study aims Explore how Web 3.0's recruitment communication strategy affects social media and adds value to	The research methodology is designed interactively as a critical dialogue between on the one hand an empirical case and	1. The study suggests a fundamental new approach to recruitment communication. 2. Implementing an open source recruitment strategy requires Web	Using social media value and potential such as facilitating participatory processes and community conversations strategically in employment communications and changing them	The study presents a single-case study.

			managing and challenging traditional recruitment communications.	on the other hand theories on social media and strategic communication.	Strategy 3.0 3.Redirect employee focus from work life to private life. 4.providing new insights into a new, typical way to understand what strategic social media recruitment is, can and can do.		
5	J Christensen Hughes, E Rog (2008)	Talent management A strategy for improving employee recruitment , retention and engagement within hospitality organizations	The aim of this study is to identify talent management and the importance of its impact on the recruitment and retention of employees, as well as to identify the critical factors in its effective implementation.	This study is based on a review of the academic and popular talent management literatures .	1.Talent management is an obligation that stems in part from the widely shared belief that human resources are the main source of the organization' s competitive advantage. 2.Strategic benefits if implemented effectively include improved staffing and retention rates, enhanced employee engagement, and improved operational and financial performance.	1.Define the meaning of talent management 2.Ensure CEO commitment 3.Align talent management with the strategic objectives of the organization 4.Establishing systems for talent assessment, data management and analysis 5.Ensure clear line management accountability 6.Conduct a review of all HRM practices in relation to evidence-based best practices.	It is not mentioned any limitations.
6	Wasila, B (2012)	Human Resources Recruitment and it is relationship to	The aim of this study was to identify the relationship of	The researcher adopted the descriptive	1. There is a level of availability of the dimensions of the	1.Prepare functional analysis accurately and understandably by all employees. 2.Activate the website in the	

		<p>Achieving the Competitive Advantage</p>	<p>recruitment and recruitment of human resources with an investigation of Competitive Advantage from the Viewpoint of Employees in Commercial Banks Operating in the Gaza Strip,</p>	<p>analytical method by collecting data by questionnaire Of the random sample of the study, which included 200 employees of the commercial banks in Gaza Governorate, 182 questionnaires were retrieved.</p>	<p>process of recruitment and selection of human resources in commercial banks in the Gaza Strip with a relative weight of 59.77%  2. There is a level of competitive advantage for commercial banks in the Gaza Strip with a relative weight of 56.75%.  3. There are no statistically significant differences between the mean responses of the study sample towards attracting human resources and achieving competitive advantage due to the variables of gender, age, job title, educational qualification, and specialization.  4. There are statistically significant differences</p>	<p>process of polarization and access to manpower.  3. Try to provide career path specialists.  4. The process of appointments and promotions is not subject to senior management interventions, in which the personal factor will play an essential role and lose its professionalism and objectivity.</p>	
--	--	--	---	--	--	---	--

					between the mean responses of the study sample towards attracting human resources and achieving competitive advantage due to the variables of marital status, years of service		
7		recruitment and its Relationship to Job Satisfaction from an Islamic Perspective : An Empirical Study in Jordan	This study aims to define polarization , its advantages, disadvantages and steps, the reasons for its interest, and to analyze the relationship between polarization and job satisfaction, and link it with the values and principles of Islamic law in the educational process.	The study adopted the descriptive analytical method and the survey method through a sample of 112 professors from the faculties of the Universities of Islamic Sciences and the Middle East.	1.Lack of loyalty and belonging to the university in the absence of any equal rights to professors in general, and thus will adversely affect the tender and scientific production and not to give this profession its right. 2.If the material aspect is insufficient and if there is no surplus, some professors are reluctant to travel outside his country to teach. 3.One of the priorities of professors is the	Further studies on job satisfaction in various sectors to enrich libraries. The need to study the faculty member of the reality of the university community that will In the absence of years of teaching without the existence of systems that facilitate the access of teachers to promotions, the material objective is not paramount. Developing scientific and training systems and programs at universities that encourage teachers to continue and develop their expertise. Application of this study in other Arab and foreign countries.	It is not mentioned any limitations.

					<p>importance of teaching in order to prove the scientific merit in front of the university presidency to continue to contract with him.</p> <p>4.The development of some universities benefits for members of the family of faculty members (such as health insurance and reduce taxes and deductions), leads to the extension of the faculty member for years of service at the university, especially if he has experience.</p>		
8	Areiqat, A., Jaradat, M., &Alatibi (2011)	The Role of Applying the Best Practice of Recruitment and Selection in Accomplishing the Competitive Advantage	The study aims to show the importance of the human element through the presentation of a pilot study of the Housing Bank for Trade and Finance of Jordan to identify the sources of	The study adopted the descriptive analytical method and the survey method through a random sample of 54 employees from the middle and senior	<p>1.The Bank's reliance on recruitment agencies and universities was the reason for the Bank's success in the recruitment process.</p> <p>2.The Bank has sought to achieve quality in the recruitment process,</p>	<p>1.Relying on recruitment agencies that retain sufficient information about job seekers in attracting new employees, which will improve the quality of employees, thereby improving the bank's competitive advantage.</p> <p>2.Stay away from internal job postings, as this does not contribute significantly to</p>	It is not mentioned any limitations.

			recruitment used in the bank, and its impact on the achievement of competitive advantage in the banking sector.	departments of the Housing Bank.	which is originally based on banking experience and excellence in studying at universities. 3.The bank focused on innovation and creating new services for its customers in order to achieve competitive advantage. 4.Statistical analysis proved that there is a strong relationship between the recruitment resources used and the achievement of competitive advantage, as well as the relationship between the quality of employees and the ability to gain a competitive advantage	enhancing the Bank's competitive advantage and therefore does not improve the quality of staff.	
9	Ham Salah, A., &Rostam, K. (2016)	The role of electronic polarization in human resources management on the success of organizations	The study aims to identify the role of electronic recruitment in the environment of business organizations	The study adopted the descriptive analytical method and the survey method through	1.Electronic recruitment has a role in the success of organizations . 2.Electronic recruitment differs from the	1.Strengthen the strategic vision towards the need for comprehensive planning to build an electronic health system to ensure the exchange of information security between various health centers.	It is not mentioned any limitations.

			ns	interviews and questionnaires distributed to a sample of 56 employees and heads of departments and managers in Farouk Medical City in Sulaymaniyah	traditional recruitment in its ability to accelerate and simplify the method of service delivery. 3. There is a variation in the relative importance of electronic recruitment in the level of its impact on the adoption and application of electronic recruitment by the research sample because the organization does not rely entirely on electronic recruitment. 4. Recent use of electronic recruitment in Iraq in general and in the Kurdistan region in particular. 5. There is coordination and cooperation between the researched organization and IT & recruitment companies.	2. Holding training courses in the field of electronic recruitment for all employees in line with continuous technological developments. 3. Develop plans and mechanisms to reduce workers' resistance to change.	
10	Abu Sneineh, M. (2017)	The Evaluation of the Human Resources Management	This study aims to identify the reality of the practice of human	The study adopted the descriptive explorator	1. The low level of HRM practice for the study focus	1. Adopting the methodologies of strategic planning of human resources in Palestinian universities as a	1. The constant preoccupation of the people to be interviewed because of the

		<p>nt Practices at Palestinian Universities and Ways of Development</p>	<p>resources management strategies in the Palestinian public universities in the West Bank, including the recruitment of competencies</p>	<p>y method and the survey method through his direct contact and his frequent visits of human resources managers in Palestinian universities, he also conducted 5 semi-regular interviews on a sample of human resources managers in Palestinian universities and questionnaires distributed to a sample of 722 workers from upper and middle academic levels and to the academic deputies, deans of faculties, heads of departments and academic departments in</p>	<p>(planning, job analysis, recruitment, selection and appointment, performance evaluation). 2.HRM practices have receded in routine matters related to recruitment, recruitment procedures, application of systems and employment contracts related to the rights and duties of employees, calculation of salaries, follow-up of leave and keeping records and data of employees. 3.Absence of clear strategic plans for human resources management in Palestinian universities. 4.recruitment and selection are not taken care of, and most universities do not have labor market studies. 5.The performance appraisal process is</p>	<p>means to face the difficulties facing Palestinian universities. 2.Developing an integrated strategy for human resources management comprising a set of integrated subsystems and coordinating among them to be part of the overall strategy of the University.</p>	<p>nature of their work, which made it difficult to meet or gather them in a workshop. 2.Field difficulties in the collection of questionnaires, which led to delayed retrieval of questionnaires for a period of time where sometimes was referred to the receipt of the questionnaire more than once</p>
--	--	---	---	--	---	---	--

				addition to employees in human resources departments in the Palestinian public universities in the West Bank.	weak and formal and is simply a routine tradition and thus losing its value in many universities.		
--	--	--	--	---	---	--	--

**Table ( 2): Competitive Advantage Empirical Review**

#	The author	Title of Study	Aim of Study	Design of Study	Conclusion	Recommendation	Limitations
1	Hemsley-Brown, &Oplatka (2006)	Universities in a competitive global marketplace	This study aims to explore the nature of the marketing of higher education (HE) and universities in an international context and systematically through the collection, documentation, examination and analysis of current research literature on the marketing of higher education.	This study is based on an extensive review of the literature on searches in relevant business and education databases	1.The potential benefits of applying marketing theories and concepts that have been effective in the business world are gradually being recognized by researchers in higher education marketing. 2.The literature on the marketing of higher education is incoherent, even unequal, and lacks theoretical models that reflect on the particular context of	1.Strive to apply commercial marketing tools to the higher education sector and use design to solve problems. 2.Universities integrate a larger market trend into their strategic planning. 3.Marketing should be an integral part of development planning.	The research field in the marketing of higher education is still in a relatively pioneering stage, where much research remains to be done through problem identification and a strategic perspective

					happiness and the nature of the services provided by it.		
2	Hatch, N. W., & Dyer (2004)	Human Capital and Learning as A source of Sustainable Competitive Advantage	This study aims to identify the sources of wide and persistent differences in learning performance in the semiconductor manufacturing industry. From a resource-based company perspective	The data were gathered through questionnaires sent to plant managers and follow-up interviews at fabrication facilities (fabs) of 25 semiconductor manufacturing facilities located in the United States, Asia, and Europe.	1.Human capital contributes to competitive advantage because of its inability to judge its intangible, company-specific and socially complex nature. 2.Investments in the company's human capital have a significant impact on the learning and performance of the company, where the selection of human capital (education requirements and screening), development through training improve learning by doing, leading to improved performance. 3. acquiring human capital with prior industry experience	1.The ability to identify employees with the capabilities, attitudes and skills that contribute to the company's human capital stock that serves the company's specialized needs. 2.Training in controlling statistical processes that make employees more productive	It is not mentioned any limitations

					<p>from external sources significantly reduces learning performance.</p> <p>4. Companies with a high turnover rate significantly reduce the performance of their competitors.</p> <p>5. Companies that use screening tests in the recruitment process have higher performance,</p>		
3.	<p>Elrehail, Harazneh, Abuhjeele, Alzghoul, Alnajdawi, &amp; Ibrahim (2019)</p>	<p>Employee satisfaction, human resource management practices and competitive advantage: The case of Northern Cyprus</p>	<p>This study aims to explore the impact of HRM practices on achieving competitive advantage by examining the intermediate role of employee satisfaction in the context of five-star hotels in Northern Cyprus</p>	<p>the researchers employed structural equation modeling and AMOS. The testing included (n=439) questionnaires. The model suggested by the authors examined the tourism sector, and in particular, five-star hotels located in Northern Cyprus</p>	<p>HR practices have a significant impact on competitive advantage.</p>	<p>1. The hotel management "changes its" set of ideas "from the functional sub-view (selection, training, evaluation, compensation, etc.) of human resources to one where all these independent sub-elements - functions are seen as interdependent components in a coherent system Given the need to clearly understand the system, competitors will find it difficult to define or replicate the company's strategy</p> <p>2. Hotel management needs to look for ways to motivate employees such as creating initiatives to make employees more innovative, evaluating them through rewards, and involving them in the</p>	<p>Researchers received rankings of human resource practices, employee satisfaction and competitive advantage at the same time. Researchers cannot rule out that individual ratings have influenced or biased their assessments of hotel HR practices and competitive advantage.</p>

						<p>decision-making process.</p> <p>3.Measurement should be used to determine how competitors jump, by developing innovative HR practices, and this is particularly successful if those practices are found to be expensive or difficult to replicate.</p>	
4.	de Haan, H. H (2015)	Competitive advantage, what does it really mean in the context of public higher education institutions ?	This study aims to thoroughly investigate the discourse on "competitive advantage". This concept has been widely applied in the public higher education sector, but is rarely defined and conceived.	The study adopts a deep understanding approach on how to effectively demonstrate "competitive advantage" in the life and activities of public higher education institutions (PHEIs) by obtaining data on perceptions held by education practitioners in different sub-sectors and at different levels. In 2009-2011, 73 interviews were conducted	1.Thirteen elements were identified in building the competitive advantages sought by PHC institutions. 2. Research universities and applied science universities perceive the concept of competitive advantage differently. 3.Practitioners holding different functionalities gave different meanings to the term competitive advantage. 4.The clarification of the concept of the "competitive advantage" container leads to the conclusion that (the	1.Design the most appropriate competitive strategies with their specific characteristics. 2.Identify and close gaps between the central and faculty level in strategic planning and implementation	This study used only two parameters to select respondents: their job function and length of their work experience, Further studies using different selection criteria are therefore encouraged to offer the ability to enrich our knowledge of how competitive advantage is perceived and applied.

				with 16 Dutch educational institutions.	modus operandi of the definition of “competitive advantage” should be critically reviewed and verified in the context of the public higher education sector).		
5.	Mainardes, E. W., Ferreira, J. M., & Tontini, G (2011)	Creating a competitive advantage in Higher Education Institutions: proposal and test of a conceptual model	This study aims to propose and test a conceptual model (case study analysis of institutions of higher education) explaining the process of determining competitive advantages in HEI	The study adopts qualitative and exploratory methodology in personality.	1. Increased attention to competitiveness in the higher education sector due to rapid growth and increasing internationalization. 2. The competitive environment faced by HEI globally directly affects the way products and services are delivered. 3. Adapt three theoretical approaches in the field of business strategy to the higher education sector.	To be competitive, it is necessary to: 1. A stronger link between resources, land and stakeholders. 2. The institution of higher education should engage in the development and implementation of competitive strategies. 3. Governments support this effort by increasing the institution's responsibility for its curricula and the use of human, financial and material resources. 4. Higher education institutions must change to become professionally managed leadership organizations that engage students and staff in regional development activities. 5. Integrate community service promotion initiatives into teaching and research functions at the Institute of Higher Education.	the impossibility of generalizing the findings to the entire educational sector, as it was applied to only one case study.
6	Al	The Role of	This study	The study	1. The student	1. The need to	It is not

	Shobaki, M. J., &Naser, S. S. A (2017)	the Practice of Excellence Strategies in Education to Achieve Sustainable Competitive Advantage to Institutions of Higher Education- Faculty of Engineering and Information Technology at Al-Azhar University in Gaza a Model	aims to examine the role of practicing excellence strategies in education in achieving sustainable competitive advantage for higher educational institutions at the Faculty of Engineering and Information technology at Al-Azhar University in Gaza is a model.	adopted the descriptive exploratory approach through the review of theoretical literature, and the adoption of the experience of the Faculty of Engineering and IT at Al-Azhar University in Gaza as a model, using the method of case study based on availability at the university data, which includes paper and electronic university publications, and data collected by conducting a number of interviews .	considered the academic focus of the operation in the development process of the workers' skills, particularly academics at the university helps to distinguish students and increase the employment rate after graduation. 2.Consistency in quality improvement and development efforts for all three levels: student, employee and university, this contributes to the Faculty of Excellence.	practice excellence strategies in education and to follow them as a criterion for measuring the competitive advantages of its institutions. 2.Achieve sustainable competitive advantage for each faculty using general philosophies of competitive advantage, but with strategic content different from what exists in the private business sector through the implementation of excellence programs, allocate sufficient time, reward outstanding efforts. 3.Find a balance between teaching work and scientific research for faculty members. 4.Adopting strategies for excellence in education at the national policy level, especially in the processes of change in higher education institutions.	mentioned any limitations
7.	Abu Saa, J. (2017)	The degree of application	This study aims to examine	The study adopted the	1.The degree of application	1.Developing learning and teaching resources such as	It is not mentioned any

		of quality standards in Palestinian public universities from the point of view of faculty members "Palestine Technical University - KhadouriA nmuja"	the degree of application of quality standards in Palestinian technical universities from the perspective of faculty members and took from the "Palestine Technical University" model.	descriptive method and the survey method through questionnaires distributed to a sample of (69) faculty members at Palestine Technical University, They were selected by stratified random method.	of quality standards in the Palestinian technical universities was large in the axis of admission and registration, and medium in the rest of the axes and the total degree. 2.The Ministry of Higher Education's direct supervision of technical universities has reduced the effectiveness of the university's internal quality management. 3.There was a difference in the estimates of the degree of application of quality standards in Palestinian technical universities from the viewpoint of faculty members between males and females. 4.The differences in the mean responses of the study	electronic libraries and electronic portal through which students can be advised. 2.Encouraging scientific research through workshops that demonstrate its importance in university quality. 3.Conducting further studies to measure the quality of university teaching in other technical colleges.	limitations
--	--	--	--	--	--	--	-------------

					sample on the questionnaire of quality standards in the Palestinian technical universities according to variables (college, teaching experience, educational qualification) are not statistically significant.		
8.	Shaqrani, M (2019)	Social responsibility and its role in achieving competitive advantage in business organizationsCase Study	This study aims to know the role of social responsibility (economic, legal, ethical, and charitable) in achieving the competitive advantage of its dimensions (low cost, reputation, creativity, response, and quality) in business organizations, and the field study was dropped on the AlgerieMobilis.	The study adopt descriptive analytical approach by a sample of (100) employees from various departments and directorates of Algerie Telecom Mobilis	The existence of a statistically significant correlation for (economic dimension, legal dimension, moral dimension and good dimension) in achieving the competitive advantage in the researched institution. , And finally the economic dimension	1.The need to pay attention to the social responsibility that brings to the organization competitive advantage 2.The need to structure an independent department in the organizational structure of the organization's social responsibility. 3.Work to intensify publicity campaigns on social responsibility in the means of the world. 4.The need to establish a partnership with the actors in society.	It is not mentioned any limitations
9.	Al-Daihani, S. G. (2017).	Developing the role of professional	This study aims to build a future	The study adopt the descriptive and	Defining the role of professional development	1.Facing obstacles to the implementation of the future vision. 2.Developing	It is not mentioned any limitations

		development for faculty members in achieving the competitive advantage of the university of Kuwait: a perspective study	vision on the role of professional development of faculty members in achieving the competitive advantage of Kuwait University, and to determine the role of professional growth of faculty members in achieving competitive advantage in Kuwait University from the point of view of experts from leaders in Kuwait University.	future approaches through the use of Delphi method on a random sample of (24) leaders from Kuwait University leaders	for faculty members in achieving competitive advantage in Kuwait University through: Emphasizing the concept of competitive advantage, developing teaching performance, developing scientific research, developing community service, developing human resources, developing technology field, developing knowledge production, in addition to building a future vision for developing professional growth for faculty members. Kuwait University as a gateway to achieve the competitive advantage of Kuwait University	university leaders to encourage them to achieve the competitive advantage to raise the local and international level of the university environment.	
10.	Al-Shaikh, M. S. (2015)	Factors Affecting the Competitive Advantage for the	The study aims to determine the impact of competitive advantage	The study adopt analytical approach by selected A	The existence of important statistical evidence affecting the difference	1. Recruitment and employment at Jordanian universities should be developed to increase efficiency and effectiveness.	It is not mentioned any limitations.

		Marketing of Educational Services in Jordanian Universities: Case of Zarqa University	on the marketing of Jordanian universities based on the different dimensions of the study (gender, specialization, student level, ways of paying university fees, and nationality)	relatively random stratified sample to answer the the questionnaire questions (The population of the study on the Zarqa University students is totally 200).	between the effects of competitive advantage on the marketing of Jordanian universities. These differences are caused by the following factors: a. Student Gender. B. Level of study for the student C. Student specialization Dr.. Nationality of the student e. payment methods	2. Conduct training courses in Jordanian universities. 3. Develop the capabilities, skills and attitudes of employees and provide them with the required information. 4. Develop a job description system in universities.	
--	--	---	--	--	---	--	--

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter deals with study design, study population and sample size and type, data collection both primary and secondary data, study instrument (questionnaire design and questionnaire steps) questionnaire validity, data reliability, and data analysis method.

#### **3.1 Study Design**

This study adopted the quantitative approach design, which starts from the development of the theory and then identify the hypotheses through the use of quantitative techniques to evaluate the hypothesis and the results of the study. This was attained by using a questionnaire that covered a non- probability sampling (convenience sample) of Palestinian universities and limited to the occupants of supervisory positions, whether academic or/and administrative positions in order to test the impact of recruiting strategies (internal and external) in building competitive advantage in Palestinian universities.

#### **3.2 Data Collection**

In this study, the researcher used two main sources for data collection, represented by primary and secondary sources.

### **3.2.1 Primary Data:**

A questionnaire is used as a primary tool for collecting primary data from the target population of participants who carried out the questionnaire form.

### **3.2.2 Secondary Data:**

Source from which the researcher derives data through theoretical research in various academic sources such as: academic research, research papers, journals, reports, articles, experimental studies, theses and from various academic web.

## **3.3 Study Instrument**

The researcher depends on the questionnaire as a suitable study tool for the nature of the research community and the characteristics of the sample, and serves the purpose of this study in obtaining the research required data.

### **3.3.1 Questionnaire Design**

Questionnaire is designed into three sections according to Likert five point scale except the first section:

- The first section: personal information includes (gender, type of university, work nature, qualification, specialization, years of work experience, job title).
- The second section: recruiting strategies, this section contains two sub-sections 1. Internal recruiting includes (8) items 2. External recruiting includes (7) items.
- The third section: competitive advantage, in this section we have seven sub-sections 1. Education quality includes (8) items 2. Graduates quality includes (7) items 3. Academic reputation includes (7) items 4. Academic development

includes (13) items 5. Technological development includes (6) items6. Administrative development includes (8) items 7. Community service development includes (9) items.

### 3.3.2 Questionnaire Validity

Before giving the final version of questionnaire to the target sample, it went through many steps, where it was sent to four evaluators to evaluate each dimension and its consistency to reach the main objectives of the study.

The first draft: the questionnaire was structured into (62) items, the demographic information consisted of (7)items (gender, university type, work nature, qualification, specialization, years of work experience, job title). (15) items for the recruiting strategies variable internal recruiting(7) items, external recruiting(8) items. Also, (40) items for the competitive advantage variable (importance of competitive advantage (6) items, academic development (11) items, technological development (6) items, administrative development (9) items, community service development (8) items.

The final draft consisted into 80 items, as shown in table (3) the items structured per each variable:

**Table (3): Questionnaire Modification Process**

<b>Variables</b>	<b>First Modification(# if Items)</b>	<b>Final Modification(# if Items)</b>
Recruiting strategies	<b>15</b>	<b>15</b>
Competitive advantage	<b>40</b>	<b>58</b>

Demographic	7	7
<b>Total value</b>	<b>62</b>	<b>80</b>

The content validity of the instrument which was used in this study was ensured as the recruiting strategies and competitive advantage dimensions. Moreover, they were reviewed by four evaluators who participated to test this instrument. Evaluators agreed that all the dimensions and items mentioned in the questionnaire achieve the main research objectives.

### 3.3.3 Questionnaire Reliability

This study based on Cronbach Alpha test to calculate the reliability, it is used for the instrument before and after the survey. The test was executed by distributing 30 questionnaires to a sample that share the same characteristics of the targeted sample which is using Palestinian universities.

The reliability of the questionnaire can be tested as following: compared with the suggested 0.7 thresholds, the researcher examined the result of insignificant factor loadings and low factor loadings. It can be seen that (see table 6) the p-values are all less than 0.01, suggesting the all remained factor loadings are all significant. In addition, based on the threshold suggested by Bagozzi, Yi, &Philhps (1991) that is 0.7 and 0.5 respectively for the values of reliability and mean of item variance, the result of each construct is shown above its own threshold, suggesting that the reliability and convergent validity are acceptable. Therefore, the measurement model is proved to be adequate, as shown in Table 4:

**Table (4): Reliability Tests**

<b>Dimensions</b>	<b>No. of Items</b>	<b>Reliability</b>	<b>Result</b>
Internal Recruiting	8	0.820	Pass
External Recruiting	7	0.637	Pass
<b>Recruiting Strategies</b>	<b>15</b>	<b>0.834</b>	<b>Pass</b>
Education Quality	8	0.792	Pass
Graduation Quality	7	0.874	Pass
Academic Reputation	7	0.852	Pass
Academic Development	13	0.921	Pass
Technological Development	6	0.844	Pass
Administrative Development	8	0.913	Pass
Community Services Development	9	0.918	Pass
<b>Competitive Advantage</b>	<b>58</b>	<b>0.974</b>	<b>Pass</b>
<b>Total value</b>	<b>73</b>	<b>0.975</b>	<b>Pass</b>

As shown from table (4), validity of the questionnaires was examined by coefficients correlation and the results for all dimensions were above 0.5. Also, reliability of the instruments was tested by using Cronbach's Alpha coefficient and the result was found to be more than 0.6, the Cronbach's Alpha coefficient for all dimensions Scale was 0.96.

### 3.4 Conceptual Model

The overall objective of this study is to build competitive advantage using recruiting strategies in Palestinian universities. The researcher set the conceptual framework to guide her study as the follows in figure (1).

**Figure (1): Study Conceptual Model**

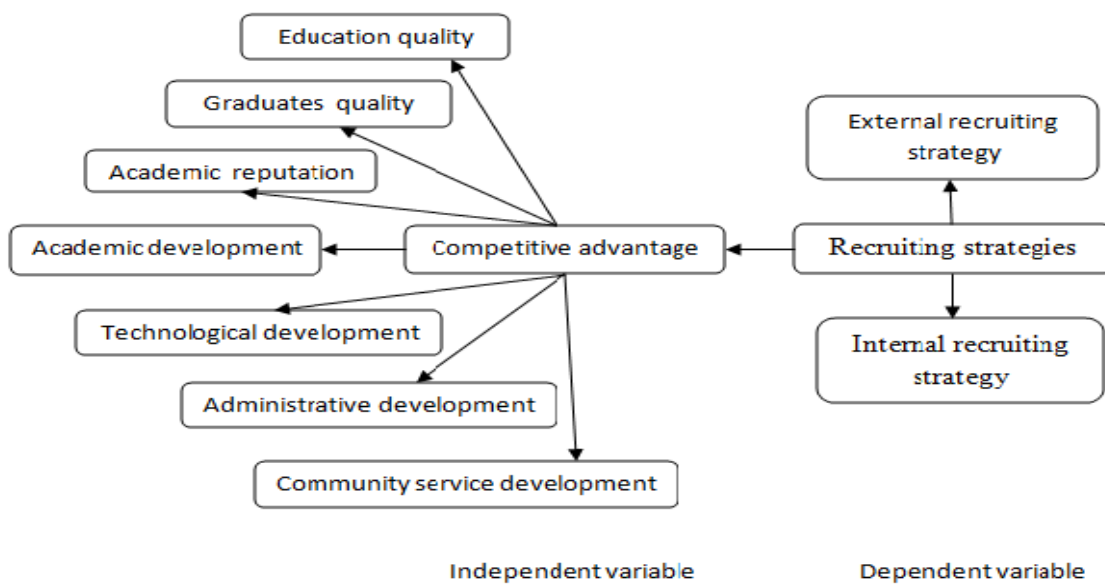


Figure (1) shows the independent and dependent variables along with the related indicators per each variable. Competitive advantage is the independent variable that includes seven dimensions; the dependent variable is recruiting strategies that include two dimensions.

### 3.5 Study Population

Population is a collection of all of the possible subjects, observations, items or with one or more than attributes in common. It represents a specific part of the real world with common definite specific characteristics relating to a particular event. The population of this study is limited to the Palestinian university. The table below shows a description of the study population.

**Table (5): Study Population**

<b>Universities</b>	<b>Number of employees</b>
Arab American University	84
Al- Najah National University	120
Palestine Technical University	79
<b>Total</b>	<b>283</b>

**Source:** were received from the HR of each university.

#### 3.5.1 Sample Type and Size

The study uses non- probability sampling (convenience sample), in order to insure the equitable presentation for all targeted employees in Palestinian universities. The minimum sample size of this study is (163) observations. The sample size of this thesis is identified according to the equation of Krejcie and Morgan(1970)

The following table represents the population and targeted sample size:

**Table (6): Study Sample Size**

<b>Universities</b>	<b>Number of employees</b>
Arab American University	60
Al- Najah National University	56
Palestine Technical University	47
<b>Total</b>	<b>163</b>

(163) questionnaires distributed to respondents.(130) have been retrieved, and so (125) questionnaires were adopted for the analysis.

### **3.6 Data Analysis Method**

In this study the researcher used frequency to describe the demographic variable, mean and standard deviation to answer the research questions, one sample T test, independent T test, and One Way ANOVA and LSD tests to test hypotheses, multi- linear regression to test the significance impact of recruiting strategies dimensions on competitive advantage in the Palestinian universities.

## CHAPTER FOUR

### DATA ANALYSIS

In this chapter, the researcher presented the results of the study where they were analyzed, and which were collected from non- probability sampling (convenience sample) of (125) participants (96.1%) of the respondents, using a questionnaire on Likertscale.

This chapter is divided into three sections as follows:

- Participant profile.
- Study questions.
- Test hypotheses.

#### 4.1 Participant Profile

Table (7) the sample data include gender, type of university, work nature, qualification, specialization, years of work experience and job title.

**Table (7): Descriptive statistics of demographic variable (N=125)**

Demographic variables	Item	Frequency	Percentage
<b>Gender</b>	Male	100	80.0
	Female	25	20.0
	<b>Total</b>	<b>125</b>	<b>100.0</b>
<b>Type of University</b>	Governmental	33	26.4
	Private	52	41.6
	Public	40	32.0
	<b>Total</b>	<b>125</b>	<b>100.0</b>
<b>Work Nature</b>	Administrative	52	41.6
	Administrative & Academic	73	58.4
	<b>Total</b>	<b>125</b>	<b>100.0</b>
<b>Qualification</b>	Bachelor	25	20.0
	Master	38	30.4

	Ph. D	62	49.6
	<b>Total</b>	<b>125</b>	<b>100.0</b>
<b>Specialization</b>	Natural sciences	40	32.0
	Humanistic sciences	85	68.0
	<b>Total</b>	<b>125</b>	<b>100.0</b>
<b>Years of Work Experience</b>	Less than 5 years	5	4.0
	5 years- less than 10 years	26	20.8
	10 years- less than 15 years	36	28.8
	15 years and over	58	46.4
	<b>Total</b>	<b>125</b>	<b>100.0</b>
<b>Job Title</b>	Deputy/ President Assistant	11	8.8
	Dean	12	9.6
	Manager	32	25.6
	Department Head	70	56.0
	<b>Total</b>	<b>125</b>	<b>100</b>

As shown in table(7), out of total of (125) respondents; the weight of males (%80) far exceeds that of females(%20). And as can be seen, the weight of respondents from public universities is (26.4%), and from private universities is (41.6%), while the public universities respondents accounted for (32%) of the research sample. Moreover, the sample weight for administrative positions was (41.6%), while the weight for administrative and academic positions together was (58.4%).

Respondents were also asked about their qualifications, (20%) of them were BA holders and (30.4%)were master's degree holders, while (49.6%) had a doctorate. Thus, the percentage of respondents with a doctorate degree is the highest and accounts for half.

Respondents were asked about their specific specialization, and the percentage of respondents from the disciplines related to the humanistic sciences, which constitutes (68%), is double that of the respondents from the disciplines related to the natural sciences, which constitutes (32%).

As to the years of work experience, the group (15 years and above) covers the highest weight, that is (46.4%); while the category (less than 5 years) becomes lowest. The second largest group is respondents whose experience ranges (10 years - less than 15 years), covering (28.8%). Then comes the group (5 years - less than 10) in third place with (20.8 %) of the size of the survey. In this manner, the researcher can conclude that most of the respondents are mainly employees with (more than 15 years) of practical experience.

Respondents were also asked about their job title and (56%) of them hold the position of department head, where this percentage constitutes about a half, meanwhile the remaining percentage is distributed as follows: the percentage of respondents from the managers represents (25.6%), the deans (9.6%), and finally the deputy/ assistant head (8.8%).

## 4.2 Study Questions

This section aims to answer the study questions which clarify the role of recruiting strategies in building competitive advantage in Palestinian universities, based on average and standard deviation.

To judge on the level of items on the Likert scale the researcher considered that if the mean of the item (1-2.33) so the level is low, (2.34-3.66) moderate but for high level item its mean will be (3.67-5.00).

**Table (8): Submitted Data Analysis Procedures for Likert scale data**

Degree	Range
High	5-3.67
Moderate	3.66-2.34
Low	2.33-1

Source: (Iriqat, 2016)

1. To answer the study question: "What is the level of using the internal recruiting strategy in Palestinian universities?"

**Table (9): Mean and Standard Deviation of Internal Recruiting strategy**

**Dimension**

#	Item	Mean	Std. Deviation	Level
1	The University encourages its staff for academic development	4.13	.933	High
2	The University offers the opportunity to apply for jobs by its employees	4.17	.738	High
3	The University draws on the results of competency tests and interviews	4.02	.866	High
4	The University maintains its scientific competencies from external recruitment	3.94	.883	High
5	The University maintains its administrative competencies from external recruitment	3.58	1.057	Moderate
6	The university prefers to rely on its internal human resources	3.66	.898	Moderate
7	The University encourages the transformation of the administrative officer into an academic	3.06	1.134	Moderate
8	The university uses employment companies to recruit the required competencies	2.49	1.133	Moderate
<b>Internal Recruiting strategy</b>		<b>3.6320</b>	<b>.64118</b>	<b>Moderate</b>

As shown in the table (9) there is a moderate level of using the internal recruiting in the Palestinian universities ( $M = 3.6320$ ,  $SD = .64118$ ), the level of items for the internal recruiting dimension were four moderate and four high. The highest mean in the internal recruiting dimension was “the university offers the opportunity to apply for jobs by its staff” because its mean is the highest ( $M=4.17$ ), while the first item “the university encourages its staff to academic development.” In the second stage of significance, which averaged (4.13), the third and fourth consecutive items of importance came, but the lowest item of the internal recruiting dimension was “The university uses employment companies to recruit the required competencies” Where it

averaged (2.49), this shows dependence lack of Palestinian universities on recruitment companies and the reason for this is the lack of such companies in Palestine. Therefore, we can say that Palestinian universities should make benefit of recruitment companies to consult in recruiting affairs in addition to work on keeping administrative competencies of universities from external recruiting and rely more on its internal human resources, also encourage the administrative officer on transformation into an academic.

Table (9) indicates a moderate level of internal recruiting while the mean for all is (from 2.49 to 4.17), indicating a lack of clarity on the overall concept of this strategy, and hence the weak use of the internal recruiting strategy in universities, which in turn affects the extent to which a competitive advantage is built.

The researcher believes that there is a need to reinforce the strategy of internal recruiting in Palestinian universities, because they do not rely heavily on this strategy, because of its endeavor to attract qualified employees from outside the university.

This corresponds to the Abu Sunni's (2017) study which recommended raising the level of human resource management practices in Palestinian universities in general, which include (planning, job analysis, recruiting, selection and appointment, performance evaluation).

**2. To answer the study question: "What is the level of using the external recruiting strategy in Palestinian universities?"**

**Table (10): Mean and Standard Deviation of External Recruiting strategy****Dimension**

#	Item	Mean	Std. Deviation	Level
1	The university is interested in recruiting scientific competencies from outside the university	4.04	.884	High
2	The university is interested in recruiting administrative competencies from outside the university	3.46	.955	Moderate
3	The University announces its vacancies	4.50	.703	High
4	The University allocates a financial allocation to advertise its jobs	4.09	.813	High
5	The university uses social media to advertise jobs	4.06	.986	High
6	The University is interested in recruiting only those with experience	3.42	1.042	Moderate
7	The university is interested in recruiting new graduates with little experience	2.90	1.110	Moderate
<b>External Recruiting strategy</b>		<b>3.7817</b>	<b>.52507</b>	<b>High</b>

In the table (10), there is a high level of external recruiting in Palestinian universities ( $M = 3.7817$ ,  $SD = .52507$ ), while the mean for all is (2.90 - 4.50), four items of the external recruiting strategy have a high level and “the other three items have a moderate level, all respondents believed that the third item The University announces its vacancies” was the highest in the external recruiting dimension because its mean is the highest (4.50), while the fourth item “The University allocates a financial allocation to advertise its jobs”, and the fifth item “The university uses social media to advertise jobs” comes in phases II and III of importance where there were (4.09) for the fourth item, and (4.06) for the fifth item. The least item was the seventh “The university is interested in recruiting new graduates with little experience” with mean (2.90), so the researcher can say that there is need to pay special attention to new graduates with little experience. Additionally, Palestinian universities should be interested in recruiting administrative competencies and those with experience from outside the university significantly.

This dimension aims to know the extent to which Palestinian universities use the strategy of external recruiting. The results showed that the level of use is high, the reason for this is turned to the most important point is experience, new knowledge, plus skills and abilities, as well as reducing the training costs and minimizing negative feelings for colleagues.

This result corresponds to the result of the Areiqat, A., Jaradat, M., &Alatibi (2011) study in which the researcher emphasized that the bank's reason for success is its dependence on external recruiting strategy and the reason for this is the dependence mainly on recruiting companies besides experience, Innovating and creating new services for its customers.

### 3. To answer the study question: "What is the level of the education quality in Palestinian universities?"

**Table (11): Mean and Standard Deviation of Education Quality Dimension**

#	Item	Mean	Std. Deviation	level
1	Academic programs are tailored to the needs of the labor market	3.98	.813	High
2	The University partners with institutions to train students	4.06	.845	High
3	The university adopts non-traditional methods in the educational process	3.74	1.025	High
4	The University focuses on homework	3.18	.987	Moderate
5	Number of students in the classrooms is appropriate	3.62	.956	Moderate
6	The university has a teaching staff with experience in university teaching	4.32	.630	High
7	The University supports various training programs	4.11	.663	High
8	The University has an experienced teaching staff	4.24	.766	High
<b>Education Quality</b>		<b>3.9070</b>	<b>.54019</b>	<b>High</b>

As shown in the table (11), there is a high level of education quality in Palestinian universities ( $M = 3.9070$ ,  $SD = .54019$ ), while the mean for all is (from 3.18 - to 4.32), all items for the quality of education dimension were of a high standard, except for the fourth item “The University focuses on homework” at ( $M= 3.18$ ), and the fifth item “Preparing students in the classrooms is appropriate” at ( $M= 3.621$ ). All respondents believed that the sixth item “The university has a teaching staff with experience in university teaching” was the most important item in the quality of education because of its large mean of (4.32), while the eighth item “The University has an experienced teaching staff” comes in the second stage of importance the mean was (4.24), so Palestinian universities should focus more on students’ homework, and number of students in the classrooms must be appropriate through established suitable infrastructure.

Table (11) shows that the quality of education in Palestinian universities is high. the results showed a high interest by the Palestinian universities towards the quality of education and its enduring quest as a result of recruiting scientific and practical experiences in the field of teaching, in addition to competing in making local and international partnerships and providing practical training programs for academic staff.

This result were consistent with the results of Areiqat, A., Jaradat, M., &Alatibi (2011) in terms of interest in the quality of service provided to beneficiaries. also, consistent with Abu Saa, J. (2017) which point to the degree of application of quality standards in the Palestinian technical universities was large in the axis of admission and registration.

**4. To answer the study question: “What is the level of the graduates quality in Palestinian universities?”**

**Table (12): Mean and Standard Deviation of Graduates Quality Dimension**

#	Item	Mean	Std. Deviation	level
1	The educational environment is based on preparing graduate students to enter the labor market	3.96	.837	High
2	University graduates work in their respective fields	3.59	.899	Moderate
3	University graduates have a good reputation in the labor market	4.04	.677	High
4	The university graduate gets his job quickly	3.08	1.029	Moderate
5	The university graduate has the knowledge to do the work required	3.92	.736	High
6	The university graduate has the skills to do the job	3.84	.797	High
7	The University allocates funds to support extracurricular activities	4.08	.809	High
<b>Graduates Quality</b>		<b>3.7874</b>	<b>.62865</b>	<b>High</b>

As shown in the table (12), there is a high level of graduates quality in Palestinian university ( $M = 3.7874$ ,  $SD = .62865$ ), while the mean for all was (3.08 - 4.08)

The seventh item was the most important item for the respondents, “The University allocates funds to support extracurricular activities” at (4.08), excluding the second item “University graduates work in their respective fields” and the fourth item “The university graduate gets his job quickly” at an average level each of them (3.59), (3.08), respectively. So, we can say that the Palestinian universities should work on creating new policies to follow graduates after graduation.

Given the high level of quality of education in Palestinian universities, we can conclude that the quality of graduates from universities in Palestine should be high as a result since universities’ enduring quest is to support educational environment that creates qualified graduates.

This corresponds to the results of a study Al Shobaki, M. J., & Naser, S. S. A (2017) "Consistency in efforts to improve quality and development for all three levels: the student, the employee, and the university, and this contributes to the College of Excellence."

**5. To answer the study question: "What is the level of the academic reputation in Palestinian universities?"**

**Table (13): Mean and Standard Deviation of Academic Reputation Dimension**

#	Item	Mean	Std. Deviation	level
1	The University is interested in continuously improving its global rankings	4.38	.631	High
2	The university seeks to publicize its researchers	4.25	.737	High
3	The University holds a certificate of international quality (ISO)	4.09	.833	High
4	The University supports its graduates in the labor market	3.82	.984	High
5	The University supports its graduates for scholarships	3.98	.861	High
6	The university supports the patent for its faculty members	3.91	.925	High
7	The University has a good reputation for its faculty members	4.20	.696	High
<b>Academic Reputation</b>		<b>4.0903</b>	<b>.59556</b>	<b>High</b>

As shown in the table (13); all items for the academic reputation dimension were of a high standard. This means there is a high level of academic reputation in Palestinian universities ( $M = 4.0903$ ,  $SD = .59556$ ), while the mean for all is from (3.82 to 4.38). All respondents believed that the first item "The University is interested in continuously improving its global rankings" was the most important item in the academic reputation dimension because its mean is the highest ( $M = 4.38$ ), while the second item "The university seeks to publicize its researchers" comes in the second stage of importance

(M= 4.25), but the lowest item after academic reputation was “The University supports its graduates in the labor market”, averaging (3.82).

As can be seen from Table (13), the level of academic reputation among Palestinian universities is high. The results showed a high interest by the Palestinian universities towards their academic reputation among the universities, especially the academic reputation of the faculty members, by default universities should be keeping on its reputation continually.

**6. To answer the study question: “What is the level of the academic development in Palestinian universities?”**

**Table (14): Mean and Standard Deviation of Academic Development Dimension**

#	Item	Mean	Std. Deviation	Level
1	The University encourages knowledge production	4.15	.730	High
2	The University is working to use the product of knowledge to improve its services	3.94	.765	High
3	The university allocates funds to support scientific research	4.34	.742	High
4	The University is interested in concluding agreements with relevant institutions in the field of academic development	4.18	.773	High
5	The university is interested in concluding agreements with relevant institutions in the field of knowledge exchange	4.18	.843	High
6	The University supports academic staff who are researchers in the field of scientific research	4.34	.761	High
7	The University discharges the academic staff to conduct scientific research	3.74	1.015	High
8	The University encourages academic staff to participate in conferences, seminars and courses	4.32	.779	High
9	The University works to transform the scientific output into a concrete scientific reality	3.85	.852	High
10	The University has an institutional system to monitor the quality of its education	3.87	1.024	High
11	The University seeks to implement the law of intellectual property protection	3.69	.954	High

12	The University seeks partnerships with local universities	3.93	.926	High
13	The University seeks partnerships with foreign universities	4.28	.679	High
<b>Academic Development</b>		<b>4.0622</b>	<b>.60298</b>	<b>High</b>

Moreover, in the table (14); there is a high level of academic development in Palestinian universities with ( $M = 4.0622$ ,  $SD = .60298$ ), while the mean for all is (3.69-4.34). All respondents believed that the third item “The university allocates funds to support scientific research” and the sixth item “The University supports academic staff who are researchers in the field of scientific research” were the most important items in the dimension of academic development, because its mean are the highest (4.34), But the lowest item of this dimension was the eleventh item, “The University seeks to implement the law of intellectual property protection” at ( $M= 3.69$ ).

As we can see from the results, the level of academic development in Palestinian universities is high, for several reasons like allocating funds from universities to support scientific research, and supports researchers in the field of scientific research, and encourages academic staff to participate in conferences, courses and seminars, so academic development must be continuing and renewed.

#### 7. To answer the study question: “What is the level of the technology development in Palestinian universities?”

**Table (15): Mean and Standard Deviation of Technology Development Dimension**

#	Item	Mean	Std. Deviation	Level
1	The University provides a sophisticated website to serve its staff	4.42	.650	High
2	The University provides a sophisticated website to serve the public and facilitate their transactions	4.25	.758	High

3	The university uses the electronic evaluation system	4.30	.773	High
4	The university does electronic communication between employees	4.10	.962	High
5	The University encourages the use of e-learning	4.10	.860	High
6	The University develops strategic plans to activate the use of technology among employees	4.07	.872	High
<b>Technology Development</b>		<b>4.2053</b>	<b>.61315</b>	<b>High</b>

As shown in the table (15); there is a high level of technological development in Palestinian universities ( $M = 4.2053$ ,  $SD = .61315$ ), while the mean of all these items of (4.07- 4.42). Achieved the first dimension “The University provides a sophisticated website to serve its staff”, the most important item for respondents with a high mean (4.42), and the least important item is the sixth item “The University develops strategic plans to activate the use of technology among employees” with a mean (4.07).

As Palestinian universities seek to catch up with technological development in the field of science and education, the results show a clear and significant increase in technological development, based on this, the researcher can say that universities must keep on and improve development in technology field through providing facilities to users, and encourage using e- learning.

Confirming what was mentioned in Al-Daihani, S. G. (2017) As achieving the competitive advantage is developing the technological field, besides developing educational performance, scientific research, community service, developing knowledge production, building a future vision to develop the professional growth of faculty members.

**8. To answer the study question: “What is the level of the administrative development in Palestinian universities?”**

**Table (16): Mean and Standard Deviation of Administrative Development Dimension**

#	Item	Mean	Std. Deviation	Level
1	The University provides academic staff with professional developmental training programs	3.74	.993	High
2	The University provides administrative staff with professional development training programs	3.65	.961	Moderate
3	The University implements a strategic plan for the professional development of employees	3.70	1.010	High
4	The University encourages its employees to be creative in their respective fields	3.79	.994	High
5	The university is concerned with occupational health and safety standards for its employees	4.14	.820	High
6	The University has a clear system of academic promotions	4.23	.824	High
7	The University has a clear system of administrative promotions	3.86	1.045	High
8	The University follows clear criteria for incentives and rewards for its employees	3.58	1.219	Moderate
<b>Administrative Development</b>		<b>3.8360</b>	<b>.78134</b>	<b>High</b>

As shown in the table (16); there is a high level of administrative development in Palestinian universities ( $M = 3.8360$ ,  $SD = .78134$ ), while the mean for all is (3.58-4.23). All respondents believed that the sixth item “The University has a clear system of academic promotions” was the most important item in administrative development because of its large mean of (4.23). While the eighth item “The University follows clear criteria for incentives and rewards for its employees” was the less mean value (3.58), hence; the researcher can say that the university should put a clear criterion for incentives and rewards for its employees and follow it. Other item with moderate level is the second item with mean (3.65) “The University provides administrative staff with professional development training program” so we can say that universities should have strong professional training programs to qualify an administrative employee.

As can be seen from Table (16), the level of administrative development in Palestinian universities is high. The reason behind which is the basis of the success of any institution based on human resources. Thus, we can conclude from these results that the universities should work on developing their employee academically and administratively by putting excellence strategic plans, and this is what was indicated in the study of the researcher Elrehail, Harazneh, Abuhjeele, Alzghoul, Alnajdawi, & Ibrahim (2019) as HR practices have a major impact on competitive advantage.

**9. To answer the study question: “What is the level of the community service development in Palestinian universities?”**

**Table (17): Mean and Standard Deviation of Community Service Development**

**Dimension**

#	Item	Mean	Std. Deviation	Level
1	The University is interested in raising awareness among its staff about the importance of community work	3.76	1.027	High
2	The University develops a strategic plan aimed at developing community service	3.83	.877	High
3	The University encourages its staff to provide advisory services to community members	3.73	.937	High
4	The University allows the use of its facilities to serve the various business sectors in the community	4.09	.783	High
5	The University supports scientific research that contributes to solving societal problems	3.84	.902	High
6	The University contributes financially to support and provide community service to community members	3.79	.961	High
7	The University contributes morally to support and provide community service to community members	4.02	.833	High
8	The University works to provide continuing education opportunities for community members	4.06	.830	High
9	The University contributes to the development of community members through the development of	4.05	.792	High

	the Center for Continuing Education			
	<b>Community Service Development</b>	<b>3.9076</b>	<b>.68809</b>	<b>High</b>

Furthermore, in the table (17), there is a high level of community service development in Palestinian universities ( $M = 3.9076$ ,  $SD = .68809$ ), while the mean for all is (3.73-4.09). All respondents believed that the fourth item “The University allows the use of its facilities to serve the various business sectors in the community” was the most important item in the development of community service because of its larger mean (4.09), while the eighth item “The University works to provide continuing education opportunities for community members” is in the second level of importance where it had the same ratio ( $M=4.06$ ), but the lowest item of community service development was the third item “The University encourages its staff to provide advisory services to community members” where the mean is (3.73).

The level of community service is high in Palestinian universities and this is evident from the standard deviation table. In this respect, the researcher saw importance of presenting community service and keep submitting it to beneficiaries in the community.

Confirming what was mentioned in the study Al-Daihani, S. G. (2017) As achieving the competitive advantage is developing community service in addition to developing educational performance, scientific research, technological field, developing knowledge production, building a future vision to develop the professional growth of faculty members.

10. To answer the study question: “What is the level of IR, ER, and RS in Palestinian universities?”

**Table (18): Mean and Standard Deviation of all dimensions of Recruiting Strategies**

#	Item	Mean	Std. Deviation	Level
1	Internal Recruiting	3.6320	.64118	Moderate
2	External Recruiting	3.7817	.52507	High
3	Recruiting strategies	3.7019	.52155	High

As shown in the table (18); all dimensions of recruiting Strategies had a high level, that means that there is a high level of recruiting Strategies in the Palestinian universities (M=3.7817, SD=.52155), whereas the mean for all from (3.6320-3.7817).

11. To answer the study question: “What is the level of the competitive advantage in Palestinian universities?”

**Table (19): Mean and Standard Deviation of all dimensions of Competitive Advantage**

#	Item	Mean	Std. Deviation	Level
1	Education Quality	3.9070	.54019	High
2	Graduates Quality	3.7874	.62865	High
3	Academic Reputation	4.0903	.59556	High
4	Academic Development	4.0622	.60298	High
5	Technological Development	4.2053	.61315	High
6	Administrative Development	3.8360	.78134	High
7	Community Service Development	3.9076	.68809	High
8	Competitive Advantage	3.9706	.55189	High

Finally, in the above (19); all dimensions of complete advantage had a high level, that means that there is a high level of competitive advantage in the

Palestinian universities ( $M=3.9706$ ,  $SD=.55189$ ), whereas the mean for all from (4.2053-3.7874).

### 4.3 Testing hypotheses

In this section we will explain the results that related to study hypotheses.

H1: Recruiting strategies play a significant role in Palestinian universities.

**Table (20): Mean and Standard Deviation and the results of one sample statistics for all dimensions of Recruiting Strategies**

	Test Value = 3				
Dimensions	Mean	Std. deviation	Mean differences	T-value	P-value
Internal recruiting	3.6320	.64118	.63200	11.020	.000
External recruiting	3.7817	.52507	.78171	16.645	.000
<b>Recruiting Strategies</b>	<b>3.7019</b>	<b>.52155</b>	<b>.70187</b>	<b>15.046</b>	<b>.000</b>

As in table no. 20 An one sample statistics t-test used but the default value is equal (3). the researcher observe that recruiting strategies has the same mean ( $M=3.7019$ ) which mean the sample mean not equal Default value (3) ( $S.D=.52155$ ) ( $S.E=.04665$ ).

Shown in the table above, with a 95% level of confidence, that There is a significant difference in all recruiting strategies dimensions since the p-value (.000) of the observed t statistic is less than 0.05. Therefore, the researcher can reject the null that there is no significant difference in recruiting strategy variables in the Palestinian universities, Thus, recruiting strategies is playing an important role in Palestinian universities.

H2: Competitive advantage plays a significant role in Palestinian universities.

**Table (21): Mean and Standard Deviation and the results of one sample statistics for all dimensions of Competitive Advantage**

Dimensions	Test Value = 3				
	Mean	Std. deviation	Mean differences	T-value	P – value
Education Quality	3.907 0	.54019	.90700	18.77 2	.000
Graduates Quality	3.787 4	.62865	.78743	14.00 4	.000
Academic Reputation	4.090 3	.59556	1.09029	20.46 8	.000
Academic Development	4.062 2	.60298	1.06215	19.69 4	.000
Technological Development	4.205 3	.61315	1.20533	21.97 8	.000
Administrative Development	3.836 0	.78134	.83600	11.96 3	.000
Community Service Development	3.907 6	.68809	.90756	14.74 6	.000
Competitive Advantage	3.970 6	.55189	.97062	19.66 3	.000

As in table no. 21 An one sample statistics t-test used but the default value is equal (3). the researcher observe that competitive advantage has the same mean (M=3.9706) which mean the sample mean not equal Default value (3) (S.D=.55189) (S.E=.04936).

With a 95% level of confidence, above table show that competitive advantage is playing an important role in Palestinian universities, so there is a significant difference in competitive advantage dimensions since the p-value of the observed t statistic is less than 0.05. Therefore, the researcher can reject the null that there is no significant difference in competitive advantage variables in the Palestinian universities.

**H3-1:** There is a significant difference in understanding both of recruiting strategies and competitive advantage dimensions in Palestinian universities due to gender.

**Table (22): The results of independent t test for all dimensions of Recruiting Strategies and Competitive Advantage according to Gender**

Dimensions	Gender	N	Mean	Std. deviation	T-value	Sig.
Internal Recruiting	Male	100	3.6588	.65901	.932	.353
	Female	25	3.5250	.56366		
External Recruiting	Male	100	3.7700	.54138	-.497	.620
	Female	25	3.8286	.46107		
<b>Recruiting strategies</b>	<b>Male</b>	<b>100</b>	<b>3.7107</b>	<b>.54369</b>	<b>.376</b>	<b>.708</b>
	<b>Female</b>	<b>25</b>	<b>3.6667</b>	<b>.42947</b>		
Education Quality	Male	100	3.9238	.55899	.692	.490
	Female	25	3.8400	.46143		
Graduates Quality	Male	100	3.8057	.65119	.649	.518
	Female	25	3.7143	.53452		
Academic Reputation	Male	100	4.1057	.62472	.578	.565
	Female	25	4.0286	.46657		
Academic Development	Male	100	4.0731	.61620	.404	.687
	Female	25	4.0185	.55660		
Technological Development	Male	100	4.2217	.62363	.594	.554
	Female	25	4.1400	.57671		
Administrative Development	Male	100	3.8563	.81541	.578	.564
	Female	25	3.7550	.63480		
Community Service Development	Male	100	3.9478	.70811	1.311	.192
	Female	25	3.7467	.58665		
<b>Competitive Advantage</b>	<b>Male</b>	<b>100</b>	<b>3.9902</b>	<b>.57267</b>	<b>.791</b>	<b>.430</b>
	<b>Female</b>	<b>25</b>	<b>3.8924</b>	<b>.46144</b>		

Table (22) presents that independent t-test was conducted to explore the significant difference at 95% level of confidence, the researcher can observe : There is no significant difference in recruiting strategies and competitive advantage dimensions due to gender since the p-value of the observed t statistic is greater than 0.05. Therefore, the researcher can accept the null that there is no significant difference in recruiting strategies and competitive advantage dimensions in the Palestinian universities due to gender.

Thus, Gender is not playing an important role in building competitive advantage in the Palestinian universities by using recruiting strategies as the alternative hypothesis was rejected.

**H3-2:** There is a significant difference in understanding both of recruiting strategies and competitive advantage dimensions in Palestinian universities due to specialization.

**Table (23): The results of independent t test for all dimensions of Recruitment Strategies and Competitive Advantage according to Specialization**

Dimensions	Specialization	N	Mean	Std. deviation	T-value	Sig.
Internal Recruiting	Natural Sciences	40	3.5719	.62781	-.718	.474
	Humanistic Sciences	85	3.6603	.64912		
External Recruiting	Natural Sciences	40	3.8393	.50241	.840	.403
	Humanistic Sciences	85	3.7546	.53616		
Recruiting strategies	Natural Sciences	40	3.6967	.50523	-.076	.939
	Humanistic Sciences	85	3.7043	.53199		
Education Quality	Natural Sciences	40	3.9938	.54593	1.234	.219
	Humanistic Sciences	85	3.8662	.53584		
Graduates Quality	Natural Sciences	40	3.8143	.69400	.326	.745
	Humanistic Sciences	85	3.7748	.59939		
Academic Reputation	Natural Sciences	40	4.1714	.64960	1.045	.298
	Humanistic Sciences	85	4.0521	.56838		
Academic Development	Natural Sciences	40	4.1500	.67217	1.118	.266
	Humanistic Sciences	85	4.0208	.56706		
Technological Development	Natural Sciences	40	4.1625	.67250	-.534	.594
	Humanistic Sciences	85	4.2255	.58628		
Administrative	Natural	40	3.8469	.92529	.106	.915

Development	Sciences					
	Humanistic Sciences	85	3.8309	.70966		
Community Service Development	Natural Sciences	40	3.9556	.69357	.533	.595
	Humanistic Sciences	85	3.8850	.68846		
Competitive Advantage	Natural Sciences	40	4.0198	.62334	.682	.496
	Humanistic Sciences	85	3.9475	.51723		

shown in above table the researcher used the Levini test for homogeneity and found that the P-value (RS) = .238, and the P-value (CA)=.114, this confirms the homogeneity of the recruiting strategies and competitive advantage of humanities and natural sciences in the Palestinian universities, Thus accept the H0 that there are no significant statistical differences in recruiting strategies and competitive advantage in Palestinian universities because of specialization.

Acceptance the H0, that need to determine the overall trend of recruiting strategies (whichever has a higher average) at the community level. this what shown in table no. 33, where M(humanities sciences)=3.7043 is more than M(natural sciences)= 3.6967 for recruiting strategies, but in competitive advantage M(natural sciences)=4.0198 more than M(humanities sciences)=3.9475

**H3-3:** There is a significant difference in understanding both of recruiting strategies and competitive advantage dimensions in Palestinian universities due to university type.

**Table (24): The results of One Way ANOVA test for all dimensions of Recruiting Strategies and Competitive Advantage according to university type**

Item	Univ. Type	Sum of Squares	Df	Mean Square	F	Sig.
Internal Recruiting	Between Groups	1.031	2	.515	1.259	.288
	Within Groups	49.947	122	.409		
	Total	50.978	124			
External Recruiting	Between Groups	.368	2	.184	.664	.517
	Within Groups	33.819	122	.277		
	Total	34.187	124			

Recruiting strategies	Between Groups	.655	2	.328	1.209	.302
	Within Groups	33.074	122	.271		
	Total	33.730	124			
Education Quality	<b>Between Groups</b>	<b>2.023</b>	<b>2</b>	<b>1.012</b>	<b>3.613</b>	<b>.030</b>
	<b>Within Groups</b>	<b>34.161</b>	<b>122</b>	<b>.280</b>		
	<b>Total</b>	<b>36.185</b>	<b>124</b>			
Graduates Quality	Between Groups	1.479	2	.739	1.898	.154
	Within Groups	47.526	122	.390		
	Total	49.005	124			
Academic Reputation	<b>Between Groups</b>	<b>3.365</b>	<b>2</b>	<b>1.682</b>	<b>5.053</b>	<b>.008</b>
	<b>Within Groups</b>	<b>40.616</b>	<b>122</b>	<b>.333</b>		
	<b>Total</b>	<b>43.981</b>	<b>124</b>			
Academic Development	<b>Between Groups</b>	<b>3.112</b>	<b>2</b>	<b>1.556</b>	<b>4.522</b>	<b>.013</b>
	<b>Within Groups</b>	<b>41.973</b>	<b>122</b>	<b>.344</b>		
	<b>Total</b>	<b>45.085</b>	<b>124</b>			
Technological Development	<b>Between Groups</b>	<b>2.679</b>	<b>2</b>	<b>1.340</b>	<b>3.719</b>	<b>.027</b>
	<b>Within Groups</b>	<b>43.939</b>	<b>122</b>	<b>.360</b>		
	<b>Total</b>	<b>46.619</b>	<b>124</b>			
Administrative Development	Between Groups	2.537	2	1.268	2.115	.125
	Within Groups	73.164	122	.600		
	Total	75.701	124			
Community Service Development	<b>Between Groups</b>	<b>3.726</b>	<b>2</b>	<b>1.863</b>	<b>4.134</b>	<b>.018</b>
	<b>Within Groups</b>	<b>54.983</b>	<b>122</b>	<b>.451</b>		
	<b>Total</b>	<b>58.710</b>	<b>124</b>			
Competitive Advantage	<b>Between Groups</b>	<b>2.420</b>	<b>2</b>	<b>1.210</b>	<b>4.175</b>	<b>.018</b>
	<b>Within Groups</b>	<b>35.349</b>	<b>122</b>	<b>.290</b>		
	<b>Total</b>	<b>37.768</b>	<b>124</b>			

Shown in table (24) one- way anova test used to test following hypothesis with a 95% level of confidence:

"there are no significant statistical differences in recruiting strategies and competitive advantage in Palestinian universities because of university type"

researcher find that the P-value for the recruiting strategies is more than 0.05. but the P-value for competitive advantage is less than 0.05. Thus rejection the H0 that there are no

significant statistical differences in recruiting strategies and competitive advantage in Palestinian universities because of university type.

Consequently the Type of University plays an important role in using recruiting strategies and competitive advantage in the Palestinian universities.

also, we can notice that the P-value for the two dimensions of recruiting strategies was more than (0.05), which means that there were not significant statistical differences attributed to Type of University on this dimension.

We can also notice that the P-value for all dimensions of competitive advantage was less than (0.05), which means that there were significant statistical differences attributed to Type of University on this dimensions. except (graduates quality, administrative development) the P- value for it more than (0.05) which means that there are no significant statistical differences attributed to Type of University on this dimensions.

But on the whole Total variables of Competitive Advantage there were statistically significant differences attributed to Type of University.

**Table (25): The results of LSD- test for dimensions of Recruiting Strategies and Competitive Advantage in the Palestinian Universities according to university type**

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.
Education Quality	Governmental	Private	.21387	.11777	.072
		Public	-.07027	.12444	.573
	Private	Public	-.28413 <sup>*</sup>	.11129	.012
Academic Reputation	Governmental	Private	-.03505	.12842	.785
		Public	-.37186 <sup>*</sup>	.13569	.007
	Private	Public	-.33681 <sup>*</sup>	.12135	.006
Academic Development	Governmental	Private	.08625	.13054	.510
		Public	-.27721 <sup>*</sup>	.13794	.047
	Private	Public	-.36346 <sup>*</sup>	.12336	.004
Technological Development	Governmental	Private	.30633 <sup>*</sup>	.13357	.024
		Public	.01755	.14113	.901
	Private	Public	-.28878 <sup>*</sup>	.12621	.024

Community Service Development	Governmental	Private	.25265	.14941	.093
		Public	-.14478	.15787	.361
	Private	Public	-.39744 <sup>*</sup>	.14119	.006
Competitive Advantage	Governmental	Private	.15436	.11980	.200
		Public	-.17253	.12658	.175
	Private	Public	-.32689 <sup>*</sup>	.11321	.005

**\*. The mean difference is significant at the 0.05 level.**

Given table 25, to investigate which Palestinian university have more using recruiting strategies and achieve more competitive advantage, the researcher used LSD test. And the researcher can say from those results:

private universities are more achieve for competitive advantage than public universities due to the p-value is 0.005 which less than 0.05 and the mean difference .11321.

**H3-4:** There is a significant difference in using the recruiting strategies and competitive advantage in Palestinian universities due to work nature.

**Table (26): The results of One Way ANOVA test for all dimensions of Recruiting Strategies and Competitive Advantage according to work nature**

Item	Work nature	Sum of Squares	Df	Mean Square	F	Sig.
Internal Recruiting	Between Groups	1.085	1	1.085	2.674	.105
	Within Groups	49.894	123	.406		
	Total	50.978	124			
<b>External Recruiting</b>	<b>Between Groups</b>	<b>1.100</b>	<b>1</b>	<b>1.100</b>	<b>4.089</b>	<b>.045</b>
	<b>Within Groups</b>	<b>33.087</b>	<b>123</b>	<b>.269</b>		
	<b>Total</b>	<b>34.187</b>	<b>124</b>			
Recruiting strategies	Between Groups	.004	1	.004	.016	.900
	Within Groups	33.725	123	.274		
	Total	33.730	124			
Education Quality	Between Groups	.878	1	.878	3.059	.083
	Within Groups	35.306	123	.287		
	Total	36.185	124			

Graduates Quality	Between Groups	.019	1	.019	.049	.826
	Within Groups	48.985	123	.398		
	Total	49.005	124			
Academic Reputation	Between Groups	.522	1	.522	1.477	.227
	Within Groups	43.459	123	.353		
	Total	43.981	124			
Academic Development	Between Groups	.056	1	.056	.154	.695
	Within Groups	45.029	123	.366		
	Total	45.085	124			
Technological Development	Between Groups	.109	1	.109	.289	.592
	Within Groups	46.509	123	.378		
	Total	46.619	124			
Administrative Development	Between Groups	.986	1	.986	1.623	.205
	Within Groups	74.715	123	.607		
	Total	75.701	124			
Community Service Development	Between Groups	.409	1	.409	.864	.354
	Within Groups	58.300	123	.474		
	Total	58.710	124			
Competitive Advantage	Between Groups	.207	1	.207	.678	.412
	Within Groups	37.561	123	.305		
	Total	37.768	124			

With a 95% level of confidence, the table no.26 show one- way anova test used to test hypothesis "there are no significant statistical differences in recruiting strategies and competitive advantage in Palestinian universities because of work nature"

the researcher was accept the H<sub>0</sub> that there are no significant statistical differences in recruiting strategies and competitive advantage in Palestinian universities because of work nature, because that the P-value for the recruiting strategies and competitive advantage is more than 0.05.

therefore the work nature doesn't play an important role a in using recruiting strategies and competitive advantage in the Palestinian universities.

We can also notice that the P-value for all dimensions of recruiting strategies except (external recruiting strategy) and all dimensions of competitive advantage were more than (0.05), which means that there were no significant statistical differences attributed to work nature on these dimensions.

**H3-5:** There is a significant difference in understanding both of recruiting strategies and competitive advantage dimensions in Palestinian universities due to qualification.

**Table (27): The results of One Way ANOVA test for all dimensions of Recruiting Strategies and Competitive Advantage according to qualification**

Item	Qualification	Sum of Squares	Df	Mean Square	F	Sig.
Internal Recruiting	Between Groups	.672	2	.336	.815	.445
	Within Groups	50.307	122	.412		
	Total	50.978	124			
External Recruiting	Between Groups	.028	2	.014	.051	.951
	Within Groups	34.158	122	.280		
	Total	34.187	124			
Recruiting strategies	Between Groups	.134	2	.067	.244	.784
	Within Groups	33.595	122	.275		
	Total	33.730	124			
Education Quality	Between Groups	.358	2	.179	.610	.545
	Within Groups	35.826	122	.294		
	Total	36.185	124			
Graduates Quality	Between Groups	.280	2	.140	.350	.705
	Within Groups	48.725	122	.399		
	Total	49.005	124			
Academic Reputation	Between Groups	1.124	2	.562	1.600	.206
	Within Groups	42.857	122	.351		
	Total	43.981	124			
Academic Development	Between Groups	.520	2	.260	.712	.493
	Within Groups	44.565	122	.365		
	Total	45.085	124			
Technological	Between Groups	.197	2	.098	.258	.773

Development	Within Groups	46.422	122	.381		
	Total	46.619	124			
Administrative Development	Between Groups	1.109	2	.554	.907	.407
	Within Groups	74.592	122	.611		
	Total	75.701	124			
<b>Community Service Development</b>	<b>Between Groups</b>	<b>3.211</b>	<b>2</b>	<b>1.605</b>	<b>3.529</b>	<b>.032</b>
	<b>Within Groups</b>	<b>55.499</b>	<b>122</b>	<b>.455</b>		
	<b>Total</b>	<b>58.710</b>	<b>124</b>			
Competitive Advantage	Between Groups	.597	2	.299	.980	.378
	Within Groups	37.171	122	.305		
	Total	37.768	124			

With a 95% level of confidence one- way anova test used to test hypothesis "there are no significant statistical differences in recruiting strategies and competitive advantage in Palestinian universities because of qualification"

Because of that the P-value for the recruiting strategies and competitive advantage is more than 0.05 in above table, the researcher was accept the H0 that there are no significant statistical differences in recruiting strategies and competitive advantage in Palestinian universities because of qualification.

therefore the qualification doesn't play an important role in using recruiting strategies and competitive advantage in the Palestinian universities.

We can also notice that the P-value for all dimensions of recruiting strategies and all dimensions of competitive advantage were more than (0.05),which means that there were no significant statistical differences attributed to qualification on this dimensions, except the only dimension in the variable of competitive advantage (community services development) it's P-value less than (0.05), so there were a significant statistical differences attributed to qualification on this dimension.

**Table (28): The results of LSD- test for CRM dimensions according to qualifications**

Dimensions			Mean Difference (I-J)	Std. Error	Sig.
Community Service Development	Bachelor	master	-.44246 <sup>*</sup>	.17369	.012
		Ph.D.	-.35785 <sup>*</sup>	.15979	.027
	Master	Ph.D.	.08461	.13896	.544

To investigate which category of qualification have more interested in using recruiting strategies and achieve more competitive advantage, an above table shows that the researcher used LSD test, and find there is no differences in sample answers according to the dimension of recruiting strategies and competitive advantage due to the p-value more than 0.05.

**H3-6:** There is a significant difference in understanding both of recruiting strategies and competitive advantage dimensions in Palestinian universities due to years of work experience.

**Table (29): The results of One Way ANOVA test for all dimensions of Recruiting Strategies and Competitive Advantage according to years of work experience**

Item	Years of Work Experience	Sum of Squares	Df	Mean Square	F	Sig.
<b>Internal Recruiting</b>	<b>Between Groups</b>	<b>5.618</b>	<b>3</b>	<b>1.873</b>	<b>4.995</b>	<b>.003</b>
	<b>Within Groups</b>	<b>45.360</b>	<b>121</b>	<b>.375</b>		
	<b>Total</b>	<b>50.978</b>	<b>124</b>			
<b>External Recruiting</b>	<b>Between Groups</b>	<b>3.539</b>	<b>3</b>	<b>1.180</b>	<b>4.657</b>	<b>.004</b>
	<b>Within Groups</b>	<b>30.648</b>	<b>121</b>	<b>.253</b>		
	<b>Total</b>	<b>34.187</b>	<b>124</b>			
<b>Recruiting strategies</b>	<b>Between Groups</b>	<b>4.517</b>	<b>3</b>	<b>1.506</b>	<b>6.236</b>	<b>.001</b>
	<b>Within Groups</b>	<b>29.213</b>	<b>121</b>	<b>.241</b>		
	<b>Total</b>	<b>33.730</b>	<b>124</b>			
<b>Education Quality</b>	<b>Between Groups</b>	<b>2.861</b>	<b>3</b>	<b>.954</b>	<b>3.463</b>	<b>.019</b>

	<b>Within Groups</b>	<b>33.324</b>	<b>121</b>	<b>.275</b>		
	<b>Total</b>	<b>36.185</b>	<b>124</b>			
<b>Graduates Quality</b>	<b>Between Groups</b>	<b>2.644</b>	<b>3</b>	<b>.881</b>	<b>2.300</b>	<b>.081</b>
	<b>Within Groups</b>	<b>46.361</b>	<b>121</b>	<b>.383</b>		
	<b>Total</b>	<b>49.005</b>	<b>124</b>			
Academic Recruiting	Between Groups	1.159	3	.386	1.092	.355
	Within Groups	42.822	121	.354		
	Total	43.981	124			
<b>Academic Development</b>	<b>Between Groups</b>	<b>2.935</b>	<b>3</b>	<b>.978</b>	<b>2.808</b>	<b>.042</b>
	<b>Within Groups</b>	<b>42.150</b>	<b>121</b>	<b>.348</b>		
	<b>Total</b>	<b>45.085</b>	<b>124</b>			
Technological Development	Between Groups	2.657	3	.886	2.438	.068
	Within Groups	43.961	121	.363		
	Total	46.619	124			
<b>Administrative Development</b>	<b>Between Groups</b>	<b>4.750</b>	<b>3</b>	<b>1.583</b>	<b>2.700</b>	<b>.049</b>
	<b>Within Groups</b>	<b>70.951</b>	<b>121</b>	<b>.586</b>		
	<b>Total</b>	<b>75.701</b>	<b>124</b>			
Community Service Development	Between Groups	2.612	3	.871	1.878	.137
	Within Groups	56.098	121	.464		
	Total	58.710	124			
<b>Competitive Advantage</b>	<b>Between Groups</b>	<b>2.532</b>	<b>3</b>	<b>.844</b>	<b>2.898</b>	<b>.038</b>
	<b>Within Groups</b>	<b>35.236</b>	<b>121</b>	<b>.291</b>		
	<b>Total</b>	<b>37.768</b>	<b>124</b>			

One- way anova test used to test hypothesis "there are no significant statistical differences in recruiting strategies and competitive advantage in Palestinian universities because of years of work experience" with a 95% level confidence.

in table no. 29 show the P-value for the recruiting strategies and competitive advantage is less than 0.05 so the researcher was reject the H0 that there are no significant statistical

differences in recruiting strategies and competitive advantage in Palestinian universities because of years of work experience.

therefore the years of work experience plays an important role in using recruiting strategies and competitive advantage in the Palestinian universities.

We can notice that the P value for the (graduates quality, academic reputation, technology development, and community services development) as dimensions of competitive advantage was more than (0.05), which means that there were no significant statistical differences attributed to years of work experience on these dimensions.

But on the whole Total variables of recruiting strategies and competitive advantage there were statistically significant differences attributed to years of work experience.

**Table (30): The results of LSD- test for dimensions of Recruiting Strategies and Competitive Advantage in the Palestinian Universities according to years of experience**

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.
Internal Recruiting	Less than 5 years	5 years- less than 10 years	-.76442*	.29899	.012
		10 years- less than 15 years	-.66667*	.29221	.024
		15 years and over	-.33621	.28538	.241
	5 years- less than 10 years	10 years- less than 15 years	.09776	.15758	.536
		15 years and over	.42822*	.14451	.004
	10 years- less than 15 years	15 years and over	.33046*	.12991	.012
External Recruiting	Less than 5 years	5 years- less than 10 years	-.58681*	.24576	.019
		10 years- less than 15 years	-.39603	.24019	.102
		15 years and over	-.19064	.23457	.418
	5 years- less than 10 years	10 years- less than 15 years	.19078	.12953	.143
		15 years and over	.39617*	.11878	.001
	10 years- less than 15 years	15 years and over	.20539	.10678	.057

Recruiting strategies	Less than 5 years	5 years- less than 10 years	-.68154-*	.23994	.005
		10 years- less than 15 years	-.54037-*	.23450	.023
		15 years and over	-.26828	.22902	.244
	5 years- less than 10 years	10 years- less than 15 years	.14117	.12646	.267
		15 years and over	.41326*	.11597	.001
	10 years- less than 15 years	15 years and over	.27209*	.10425	.010
Education Quality	Less than 5 years	5 years- less than 10 years	-.59519-*	.25627	.022
		10 years- less than 15 years	-.46111	.25046	.068
		15 years and over	-.27026	.24460	.271
	5 years- less than 10 years	10 years- less than 15 years	.13408	.13506	.323
		15 years and over	.32493*	.12386	.010
	10 years- less than 15 years	15 years and over	.19085	.11135	.089
Graduates Quality	Less than 5 years	5 years- less than 10 years	-.31209	.30227	.304
		10 years- less than 15 years	-.34841	.29542	.241
		15 years and over	-.04778	.28851	.869
	5 years- less than 10 years	10 years- less than 15 years	-.03632	.15931	.820
		15 years and over	.26430	.14609	.073
	10 years- less than 15 years	15 years and over	.30063*	.13134	.024
Academic Development	Less than 5 years	5 years- less than 10 years	-.53787	.28822	.064
		10 years- less than 15 years	-.47393	.28169	.095
		15 years and over	-.22865	.27509	.408
	5 years- less than 10 years	10 years- less than 15 years	.06394	.15190	.675
		15 years and over	.30922*	.13930	.028
Administrative Development	Less than 5 years	5 years- less than 10 years	-.77019-*	.37393	.042
		10 years- less than 15 years	-.57708	.36546	.117
		15 years and over	-.34397	.35691	.337
	5 years- less than 10 years	10 years- less than 15 years	.19311	.19708	.329
		15 years and over	.42623*	.18073	.020
	10 years- less than 15 years	15 years and over	.23312	.16247	.154
Competiti	Less than 5 years	5 years- less than 10	-.56061-*	.26352	.035

ve Advantage		years			
		10 years- less than 15 years	-.46188	.25755	.075
		15 years and over	-.26819	.25152	.288
	5 years- less than 10 years	10 years- less than 15 years	.09873	.13889	.479
		15 years and over	.29242*	.12736	.023
	10 years- less than 15 years	15 years and over	.19368	.11450	.093

**\*. The mean difference is significant at the 0.05 level.**

Given table 30, shows the differences in the sample answers according to the dimension of the recruiting strategies. It was found that there were differences between those who have less than 5 years and those who were between 5 years- less than 10 years; the differences were in favor of those who have less than 5 years of experience due to the p-value is .005 which less than 0.05 and the mean difference .23994.

There were also differences between those who have less than 5 years and those who have 10 - less than 15 years. The results were in favor of those who were less than 5 years of experience due to the p-value is .023 which less than 0.05 and the mean difference .23450.

In addition, there were differences between those with 5 years- less than 10 years and those who have 15 years and over in favor of those who have 5 years- less than 10 years of experience due to the p-value is .001 and the mean difference .11597, and there were differences between those with 10 years- less than 15 years and those who have 15 years and over in favor of those who have 10 years- less than 15 years of experience due to the p-value is .010 and the mean difference .10425 .

As for the competitive advantage dimension, it was found that there were differences between those who have less than 5 years and those who were between 5 years- less than 10 years; the differences were in favor of those who have less than 5 years of experience due to the p-value is .035 and the mean difference .26352.

And there were differences between those with 5 years- less than 10 years and those who have 15 years and over in favor of those who have 5 years- less than 10 years of experience due to the p-value is .023 and the mean difference.12736.

**H3-7:** There is a significant difference in understanding both of recruiting strategies and competitive advantage dimensions in Palestinian universities due to job title.

**Table (31): The results of one way anova test for all dimensions of Recruiting Strategies and Competitive Advantage in the Palestinian Universities according to job title**

Item	Job Title	Sum of Squares	Df	Mean Square	F	Sig.
Internal Recruiting	Between Groups	.759	3	.253	.610	.610
	Within Groups	50.219	121	.415		
	Total	50.978	124			
External Recruiting	Between Groups	.938	3	.313	1.138	.337
	Within Groups	33.249	121	.275		
	Total	34.187	124			
Recruiting strategies	Between Groups	.472	3	.157	.573	.634
	Within Groups	33.257	121	.275		
	Total	33.730	124			
Education Quality	Between Groups	.575	3	.192	.651	.584
	Within Groups	35.610	121	.294		
	Total	36.185	124			
Graduates Quality	Between Groups	.703	3	.234	.587	.624
	Within Groups	48.301	121	.399		
	Total	49.005	124			
Academic Reputation	Between Groups	.648	3	.216	.603	.614
	Within Groups	43.333	121	.358		
	Total	43.981	124			

Academic Development	Between Groups	1.140	3	.380	1.046	.375
	Within Groups	43.945	121	.363		
	Total	45.085	124			
Technological Development	Between Groups	.143	3	.048	.124	.946
	Within Groups	46.476	121	.384		
	Total	46.619	124			
Administrative Development	Between Groups	2.026	3	.675	1.109	.348
	Within Groups	73.674	121	.609		
	Total	75.701	124			
Community Service Development	Between Groups	.919	3	.306	.641	.590
	Within Groups	57.790	121	.478		
	Total	58.710	124			
Competitive advantage	Between Groups	.694	3	.231	.755	.522
	Within Groups	37.074	121	.306		
	Total	37.768	124			

Given table (31), with a 95% level confidence. was used One- way anova test to test hypothesis "there are no significant statistical differences in recruiting strategies and competitive advantage in Palestinian universities because of job title"

the P-value is shown for the recruiting strategies and competitive advantage is more than 0.05, then the researcher can accept the H0 that there are no significant statistical differences in recruiting strategies and competitive advantage in Palestinian universities due to job title.

Therefore the job title doesn't play an important role in using recruiting strategies and competitive advantage in the Palestinian universities

**H4: Recruiting strategies are significantly correlated to competitive advantage in Palestinian universities.**

**Table (32): Correlation among recruiting strategies and competitive advantage**

	IR	ER	REC	edu Q	GQ	AR	AD	TD	AD EV	CSD	COMA DV
Internal Recruiting	1										
External Recruiting	.567 **	1									
Recruiting strategies	.922 **	.842 **	1								
Education Quality	.642 **	.581 **	.694 **	1							
Graduates Quality	.604 **	.516 **	.638 **	.736 **	1						
Academic Reputation	.622 **	.475 **	.631 **	.691 **	.722 **	1					
Academic Development	.644 **	.581 **	.695 **	.746 **	.712 **	.841 **	1				
Technological Development	.426 **	.440 **	.486 **	.584 **	.547 **	.599 **	.686 **	1			
Administrative Development	.740 **	.586 **	.760 **	.702 **	.695 **	.743 **	.814 **	.612 **	1		
Community service Development	.670 **	.528 **	.687 **	.675 **	.700 **	.622 **	.722 **	.616 **	.790 **	1	
Competitive Advantage	.731 **	.621 **	.771 **	.844 **	.839 **	.863 **	.930 **	.754 **	.905 **	.864 **	1

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

Correlation coefficient value indicates the relationship strength between two variables. the guidelines for assessing the relationship According to Cohen's standard (1988) are showing in Table (32):

**Table (32): The guidelines for assessing the relationship**

Strength	Value
Small	0.10 to 0.30
Medium	0.30 to 0.50
Large	>0.50

**Source: (Cohen,1988)**

In above correlation table, the relationships between all recruiting strategies dimensions and competitive advantage dimensions are seen positive; when referring to Cohen's guidelines, we note a strong correlation as the correlation coefficients for all of the variables are exceeds 0.5.

The relationship between application of recruiting Strategies in Palestinian universities and its role in the competitive advantage achievement is strong relationship ( $r = .771$ ,  $P < 0.01$ ) which is surly implies solid relationship between competitive advantage dimensions and recruiting strategies. Among all dimensions, the strongest bonds appears in the relation between recruiting strategies and administrative development ( $r = .760$ ,  $P < 0.01$ ).

Which means academic development ( $r = .695$ ,  $P < 0.01$ ) and education quality ( $r = .694$ ,  $P < 0.01$ ) have positive and yet basic role in achieving competitive advantage among Palestinian universities.

Also, the researcher can state that by following academic development ( $r = .930$ ,  $P < 0.01$ ) and administrative development (Correlation Coefficient =  $.905$ ), competition will rise among universities.

Internal recruiting as a strategy of recruiting strategies form a tight relationship with administrative development ( $r = .740$ ,  $P < 0.01$ ) This tight relationship comes mainly from the more the Palestinian universities' interest in their staff, in addition the relationship between external recruiting and the diminutions of competitive advantage provides for strong positive relation especially with administrative development ( $r = .586$ ,  $P < 0.01$ ), academic development and education quality ( $r = .581$ ,  $P < 0.01$ ), therefore competitive advantage achievement.

Moreover, the researcher recognized the reason behind the positive relationship between recruiting strategies and competitive advantage dimensions. That when universities interested in their human resources, implement recruiting strategies, they will win their employees satisfaction, Thus contributing to the development of all dimensions of competitive advantage.

**H5: There is an impact of using recruiting strategies in building a competitive advantage in Palestinian universities.**

To test if using of recruiting strategies significantly impact on achieve competitive advantage in Palestinian universities Multiple regression analysis was used, and the results of the regression indicated recruiting can explain 59.1% of the variance ( $R^2=0.591$ ,  $F(1, 123)=180.415$ ,  $P<0.05$ ). It was found that recruiting strategy significantly predicted competitive advantage ( $\beta=.816$ ,  $p=0.000$ ).

**Table (35): R-square and ANOVA for econometrics model**

Model		Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	Regression	22.562	2	11.281	90.513	.000 <sup>b</sup>	.773 <sup>a</sup>	.597	.591	.35304
	Residual	15.206	122	.125						
	Total	37.768	124							

**a. Dependent Variable: Competitive Advantage**

**b. Predictors: (Constant), Eternal Recruiting, External Recruiting**

The researcher results from table no.35, using the ANOVA, it shows a significant value of 90.513 for the F distribution with (2 and 122)df. The F-test can be taken as a measure of overall significance of the estimated regression.

also the p-value is less than 0.05, which indicate that there is a significant relationship between the selected variables in this model. that means in other words “Indicates that the

combination of these variables significantly predicts the dependent variable”also as  $R^2 = .591$  which means the independents variables can be explain 59.1% from the variation in dependent variable “Competitive Advantage”, also Multiple correlation coefficient “ $r = .773$ ” shows positive and strong linear relationship between dependent variable “Competitive Advantage” and the predictors.

**Table (36): The OLS summary statistics of the null hypothesis**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.016	.238		4.262	.000
	Internal Recruiting	.482	.060	.559	8.022	.000
	External Recruiting	.319	.073	.303	4.348	.000

**a. Dependent Variable: Competitive Advantage**

Multiple regression analysis was used to test if recruiting Strategies dimensions significantly predicted competitive advantage in Palestinian universities. The results of the regression indicated the tow predictors (internal recruiting, external recruiting) explained 59.7% of the variance ( $R^2 = .597$ ,  $F(90.513)$ ,  $P < 0.05$ ). It was found that internal recruiting significantly predicted competitive advantage ( $\beta = .482$ ,  $p = .000$ ), as did external recruiting ( $\beta = .319$ ,  $p = 0.000$ ).

## CHAPTER FIVE

### CONCLUSIONS AND RECOMMENDATIONS

This present chapter answers the study questions and summarizes the results attained in the previous chapter of the study and reviewing it. Additionally, it has identified some suggestions and recommendations that can contribute to building the competitive advantage of universities in Palestine using the recruiting strategies, which can pave the way for researchers to study aspects that remain unclear and vague; thus, increasing their ability to narrow the scope of research.

#### **5.1 Conclusion**

Regarding the findings of this study, the scholar organized and discussed them according to the study questions and hypotheses.

Regarding the first question: **What is the role of using the recruiting strategies in building the competitive advantage in Palestinian universities?**

There is a high level of recruiting strategies in the Palestinian universities, which means there is an impact of using recruiting strategies in building the competitive advantage in Palestinian universities.

Depending on this result, it is clearly defined that the Palestinian universities are applying recruiting strategies.

The second question: **What is the level of using the internal recruiting strategy in Palestinian universities?**

Here is a moderate level of using the internal recruiting in the Palestinian universities.

Depending on this result, internal recruiting strategy plays moderate significant role in Palestinian universities.

The third question: **What is the level of using the external recruiting strategy in Palestinian universities?**

. There is also a high level of using the external recruiting in the Palestinian universities.

Depending on this result, external recruiting strategy plays significant role in Palestinian universities.

The fourth question: **What is the degree of competitive advantage in Palestinian universities?**

There is a high level of competitive advantage in the Palestinian universities, which means competitive advantage plays significant role in Palestinian universities.

The fifth question: **Is there a significant difference in using the recruiting strategies in building the competitive advantage in Palestinian universities due to demographic variables?**

There is a significant difference in understanding both of recruiting strategies and competitive advantage in Palestinian universities due to type of university, years of work experience.

## **5.2 Study limitations**

This study faced some limitations related to data collection as follow:

1. The sample size, that targeted employees in administrative and academic positions (director, head of department, dean, deputy / assistant university president), and it was difficult to meet them and take their answers because of their busy work hours.
2. That it is non- probability sampling and on the other side some of them refused to answer questions of the questionnaire.
3. And finally, the sample size is of course small (120 respondents).

## **5.3 Recommendations**

In this section, the researcher proposes some suggestions, in order to help building competitive advantage in Palestinian universities. These are mainly based on the impact of recruiting strategies on competitive advantage. Based on the data analysis demonstrated before, the following recommendations are suggested:

### **5.3.1 Recommendations related to recruiting strategies:**

1. It is essential that Palestinian universities contract and cooperate with recruitment companies.
2. Universities should rely more on its internal human resources.
3. Universities should be keeping administrative competencies from external recruiting.
4. Encourage the administrative staff on academic development.

5. Promote the concept of relying on internal recruiting strategy in Palestinian universities, besides using external recruiting from external available sources.
6. Universities need to give more concern to new graduates with little experience and specially to pay more attention to those who graduated from it.
7. It is necessary for Palestinian universities to use external recruiting and focus significantly on administrative competencies and those with experience from outside the university, which leads to reduce the costs of training and minimizing negative feelings for colleagues.

### **5.3.2 Recommendations related to competitive advantage:**

1. To continue developing education quality in Palestinian universities, there must permanent quest toward recruit scientific and practical experiences in the teaching field, and competing in making local and international partnerships and providing practical training programs for academic staff.
2. It is necessary for Palestinian universities to focus more on the homework for students, and developing universities infrastructure to be more suitable for students' number.
3. Support educational environment that create qualified graduates and working on create new policies to follow graduates after graduation.
4. Universities should be keeping on its reputation continually.
5. Academic development must be continuing and renewed from Palestinian universities through allocating funds to support scientific research, and encourage academic staff to participate in conferences, courses and seminars, and support them in scientific research field.
6. Development in universities must be continued and renewed in technology field through providing facilities to users.

7. Encourage using e- learning.
8. It is so important for university to put a clear criterion for incentives and rewards for its employees and follow it.
9. Palestinian universities should have professional training programs to qualify administrative employees.
10. Put excellence strategic plans for human resources where the basis of any institution success is based on human element.
11. Increasing the contribution of community service to members of the community in general.

#### **5.4 Future Research**

For future research the researcher proposed:

1. To conduct a similar study (competitive advantage part) on sample of universities students and compare results with this study results.
2. To conduct a similar study on other Palestinian sectors, this would offer an opportunity to compare results and implications with each other.

**REFERENCES**

- Abu Saa, J. (2017). The degree of application of quality standards in Palestinian public universities from the viewpoint of faculty members "Palestine Technical University – Khadouri Anmouja".
- Abu Sneineh, M. (2017). Evaluating human resources management practices in Palestinian universities and methods of developing them.
- Aggerholm, H. K., & Andersen, S. E. (2018). Social Media Recruitment 3.0: Toward a new paradigm of strategic recruitment communication. *Journal of Communication Management, 22*(2), 122-137
- Al Shobaki, M. J., & Naser, S. S. A. (2017). The Role of the Practice of Excellence Strategies in Education to Achieve Sustainable Competitive Advantage to Institutions of Higher Education-Faculty of Engineering and Information Technology at Al-Azhar University in Gaza a Model
- Al-Daihani, S. G. (2017). Developing the role of professional development for faculty members in achieving the competitive advantage of the university of Kuwait: a perspective study . Educational and psychological studies, *Journal of the Faculty of Education, Zagazig*, p. 95, c. 2.
- Al-Shaikh, M. S. (2015). Factors Affecting the Competitive Advantage for the Marketing of Educational Services in Jordanian Universities: Case of Zarqa University. *International Journal of Marketing Studies, 7*(5), 147.
- Al-Tai, Yousif, Al-fathel, Muaiad, and Al-Abadi, Hashim, (2006), Human Resources. Management: Integrated Strategic Entrance, Al-warraq Foundation, Jordan, Amman.

Al-Zayed, A.M. (2003). *Human Resources Management, Cairo University, Egypt: a strategic vision*

Anoke, C. (2018). *The Impact of Porter's Generic Model on Organizational Performance: A Case Study Of Westcon Group* (Doctoral dissertation, United States International University-Africa).

Boxall, P. F., Purcell, J., & Wright, P. M. (Eds.).(2007). *The Oxford handbook of human resource management*. Oxford Handbooks

Browning, V., Edgar, F., Gray, B., & Garrett, T. (2009). Realising competitive advantage through HRM in New Zealand service industries. *The Service Industries Journal*, 29(6), 741-760.

Carroll, M., Marchington, M., Earnshaw, J., & Taylor, S. (1999). Recruitment in small firms: Processes, methods and problems. *Employee relations*, 21(3), 236-250.

Christensen Hughes, J., & Rog, E. (2008). Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations. *International Journal of Contemporary Hospitality Management*, 20(7), 743-757.

de Haan, H. H. (2015). Competitive advantage, what does it really mean in the context of public higher education institutions?. *International Journal of Educational Management*, 29(1), 44-61.

DeVaro, J. (2016). Internal hiring or external recruitment?. *IZA World of Labor*.

Edenborough, R. (2007). *Assessment methods in recruitment, selection & performance: a manager's guide to psychometric testing, interviews and assessment centres*. Kogan Page Publishers.

- Elrehail, H., Harazneh, I., Abuhjeeleh, M., Alzghoul, A., Alnajdawi, S., & Ibrahim, H. M. H. (2019). Employee satisfaction, human resource management practices and competitive advantage. *European Journal of Management and Business Economics*
- Fernández-Sánchez, J. A., de Juana-Espinosa, S., & Valdés-Conca, J. (2006). USE OF HRIS IN RECRUITMENT PROCESS. THE SPANISH CASE. In *European and Mediterranean Conference on Information Systems (EMCIS)* (pp. 6-7).
- Gilani, H., & Jamshed, S. (2016). An exploratory study on the impact of recruitment process outsourcing on employer branding of an organisation. *Strategic Outsourcing: An International Journal*, 9(3), 303-323.
- Ham Salah, A., & Rostam, K. (2016). The role of electronic polarization in human resources management on the success of organizations Farouk Medical City in Sulaymaniyah. *Journal Of University Of Human Development*.
- Hatch, N. W., & Dyer, J. H. (2004). Human capital and learning as a source of sustainable competitive advantage. *Strategic management journal*, 25(12), 1155-1178
- Hemsley-Brown, J., & Oplatka, I. (2006). Universities in a competitive global marketplace: A systematic review of the literature on higher education marketing. *International Journal of public sector management*, 19(4), 316-338.
- Jamil, R., & Neem, H. (2013). The impact of outsourcing external recruitment process on the employee commitment and loyalty: Empirical evidence from the telecommunication sector of Pakistan. *Journal of Business and Management*, 8(2), 69-75.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.

- Mainardes, E. W., Ferreira, J. M., & Tontini, G. (2011). Creating a competitive advantage in Higher Education Institutions: proposal and test of a conceptual model. *International Journal of Management in Education*, 5(2-3), 145-168.
- Morrish, S. C., & Lee, C. (2011). Country of origin as a source of sustainable competitive advantage: the case for international higher education institutions in New Zealand. *Journal of Strategic Marketing*, 19(6), 517-529.
- Rice, S., Kraemer, K., Winter, S. R., Mehta, R., Dunbar, V., Rosser, T. G., & Moore, J. C. (2014). Passengers from India and the United States have differential opinions about autonomous auto-pilots for commercial flights. *International Journal of Aviation, Aeronautics, and Aerospace*, 1(1), 3
- Richardson, M. A. (2009). Recruitment strategies. *Managing/Effecting the Recruitment Process. RTT*.
- Shaqrani, M (2019). social responsibility and its role in achieving competitive advantage in business organization case study (Unpublished doctoral dissertation). Djelfa, Algeria. Ziane Achour University of Djelfa.
- Wang, W. C., Lin, C. H., & Chu, Y. C. (2011). Types of competitive advantage and analysis. *International Journal of Business and Management*, 6(5), 100.
- Wasila, B (2012). Human Resources Recruitment and its relationship to Achieving the Competitive Advantage (Unpublished doctoral dissertation). Faculty of economic and business sciences, management. Sétif, Algeria. Setif 1 University.
- Yakubovich, V., & Lup, D. (2006). Stages of the recruitment process and the referrer's performance effect. *Organization science*, 17(6), 710-723.

**Appendix (1): English Version of Questionnaire**

**الجامعة العربية الأمريكية**  
**ARAB AMERICAN UNIVERSITY**

**Faculty of Graduate Studies**

**Strategic Planning and Fundraising Program**

**Supervisor: Dr. Raed Iriqat**

**This study aims to identify the role of recruitment strategies in achieving the competitive advantage of Palestinian universities. This is In order to complete the requirements for obtaining a master's degree in the field of strategic planning and fundraising, at the Faculty of Graduate Studies of Arab American University, please kindly answer the paragraphs of the questionnaire in all honesty and objectivity, the data and information derived from the study form will be used for scientific research purposes only.**

**Thankful for your good cooperation,**

**Researcher: Hana' Faza'**

**Section 1: Personal information\ general information about participants that fill the questionnaire:**

**Please tick (X) in front of appropriate choice**

P1	Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female
P2	Type of University: <input type="checkbox"/> Governmental <input type="checkbox"/> Private <input type="checkbox"/> Public
P3	Work Nature: <input type="checkbox"/> Administrative <input type="checkbox"/> Administrative& Academic
P4	Qualification: <input type="checkbox"/> Bachelor <input type="checkbox"/> Master <input type="checkbox"/> Ph. D
P5	Specialization: <input type="checkbox"/> Natural Sciences <input type="checkbox"/> Humanistic Sciences
P6	Years of Work Experience: <input type="checkbox"/> Less than 5 years <input type="checkbox"/> 5 years- less than 10 years <input type="checkbox"/> 10 years- less than 15 years <input type="checkbox"/> 15 years and over
P7	Job Title: <input type="checkbox"/> Deputy/ President Assistant <input type="checkbox"/> Dean <input type="checkbox"/> Manager <input type="checkbox"/> Department Head

**Section 2: Recruitment Strategies**

#	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
<b>IR</b>	<b>Internal Recruitment</b>					
IR.1	The University encourages its staff for academic development					
IR.2	The University offers the opportunity to apply for jobs by its employees					
IR.3	The University draws on the results of competency tests and interviews					
IR.4	The University maintains its scientific competencies from external recruitment					
IR.5	The University maintains its administrative competencies from external recruitment					
IR.6	The university prefers to rely on its internal human resources					
IR.7	The University encourages the transformation of the administrative officer into an academic					
IR.8	The university uses employment companies to recruit the required competencies					

#	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
<b>ER</b>	<b>External Recruitment</b>					
ER.1	The university is interested in recruiting scientific competencies from outside the university					
ER.2	The university is interested in recruiting administrative competencies from outside the university					
ER.3	The University announces its vacancies					
ER.4	The University allocates a financial allocation to advertise its jobs					
ER.5	The university uses social media to advertise jobs					
ER.6	The University is interested in recruiting only those with experience					
ER.7	The university is interested in recruiting new graduates with little experience					

### Section 3: Competitive Advantage

#	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
<b>EQ</b>	<b>Education Quality</b>					
EQ.1	Academic programs are tailored to the needs of the labor market					
EQ.2	The University partners with institutions to train students					
EQ.3	The university adopts non-traditional methods in the educational process					
EQ.4	The University focuses on homework					
EQ.5	Number of students in the classrooms is appropriate					
EQ.6	The university has a teaching staff with experience in university teaching					
EQ.7	The University supports various training programs					
EQ.8	The University has an experienced teaching staff					

#	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
<b>GQ</b>	<b>Graduates Quality</b>					
GQ.1	The educational environment is based on preparing graduate students to enter the labor market					
GQ.2	University graduates work in their respective fields					
GQ.3	University graduates have a good reputation in the labor market					
GQ.4	The university graduate gets his job quickly					
GQ.5	The university graduate has the knowledge to do the work required					
GQ.6	The university graduate has the skills to do the job					
GQ.7	The University allocates funds to support extracurricular activities					
<b>AR</b>	<b>The Academic Reputation</b>					
AR.1	The University is interested in continuously improving its global rankings					
AR.2	The university seeks to publicize its researchers					
AR.3	The University holds a certificate of international quality (ISO)					
AR.4	The University supports its graduates in the labor market					
AR.5	The University supports its graduates for scholarships					
AR.6	The university supports the patent for its faculty members					
AR.7	The University has a good reputation for its faculty members					
<b>AD</b>	<b>Academic Development</b>					
AD.1	The University encourages knowledge production					
AD.2	The University is working to use the product of knowledge to improve its services					
AD.3	The university allocates funds to support scientific research					
AD.4	The University is interested in concluding agreements with relevant institutions in the					

#	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
	field of academic development					
AD.5	The university is interested in concluding agreements with relevant institutions in the field of knowledge exchange					
AD.6	The University supports academic staff who are researchers in the field of scientific research					
AD.7	The University discharges the academic staff to conduct scientific research					
AD.8	The University encourages academic staff to participate in conferences, seminars and courses					
AD.9	The University works to transform the scientific output into a concrete scientific reality					
AD.10	The University has an institutional system to monitor the quality of its education					
AD.11	The University seeks to implement the law of intellectual property protection					
AD.12	The University seeks partnerships with local universities					
AD.13	The University seeks partnerships with international universities					
<b>TD</b>	<b>Technological Development</b>					
TD.1	The University provides a sophisticated website to serve its staff					
TD.2	The University provides a sophisticated website to serve the public and facilitate their transactions					
TD.3	The university uses the electronic evaluation system					
TD.4	The university does electronic communication between employees					
TD.5	The University encourages the use of e-learning					
TD.6	The University develops strategic plans to activate the use of technology among employees					

#	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
---	------	----------------	-------	---------	----------	-------------------

<b>ADev</b>	<b>Administrative Development</b>					
ADev.1	The University provides academic staff with professional developmental training programs					
ADev.2	The University provides administrative staff with professional development training programs					
ADev.3	The University implements a strategic plan for the professional development of employees					
ADev.4	The University encourages its employees to be creative in their respective fields					
ADev.5	The university is concerned with occupational health and safety standards for its employees					
ADev.6	The University has a clear system of academic promotions					
ADev.7	The University has a clear system of administrative promotions					
ADev.8	The University follows clear criteria for incentives and rewards for its employees					
<b>CSD</b>	<b>Community Service Development</b>					
CSD.1	The University is interested in raising awareness among its staff about the importance of community work					
CSD.2	The University develops a strategic plan aimed at developing community service					
CSD.3	The University encourages its staff to provide advisory services to community members					
CSD.4	The University allows the use of its facilities to serve the various business sectors in the community					
CSD.5	The University supports scientific research that contributes to solving societal problems					
CSD.6	The University contributes financially to support and provide community service to community members					
CSD.7	The University contributes morally to support and provide community service to community members					
#	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree

CSD.8	The University works to provide continuing education opportunities for community members					
CSD.9	The University contributes to the development of community members through the development of the Center for Continuing Education					

## Appendix (2): Arabic Version of Questionnaire



## الجامعة العربية الأمريكية ARAB AMERICAN UNIVERSITY

### كلية الدراسات العليا

### برنامج ماجستير التخطيط الاستراتيجي وتجنيد الأموال

### إشراف: د. رائد عريقات

تهدف هذه الدراسة إلى التعرف على دور استراتيجيات الاستقطاب في تحقيق الميزة التنافسية للجامعات الفلسطينية. وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في مجال التخطيط الاستراتيجي وتجنيد الأموال، في كلية الدراسات العليا- الجامعة العربية الأمريكية، راجياً من حضرتكم التكرم بالإجابة على فقرات الاستمارة بكل صدق وموضوعية، علماً بأن البيانات والمعلومات المستخلصة من استمارة الدراسة سوف تستخدم لأغراض البحث العلمي فقط.

شاكرين ل حضرتكم حسن التعاون،

الباحثة: هناء فزع

القسم الأول: معلومات شخصية (Personal)/معلومات عامة عن المشارك في تعبئة الاستمارة:

الرجاء ضع/ي إشارة (X) أمام الاختيار المناسب

P1	الجنس: <input type="checkbox"/> ذكر <input type="checkbox"/> أنثى
P2	نوع الجامعة: <input type="checkbox"/> حكومية <input type="checkbox"/> خاصة <input type="checkbox"/> عامة
P3	طبيعة العمل: <input type="checkbox"/> إداري <input type="checkbox"/> أكاديمي واداري.
P4	المؤهل العملي: <input type="checkbox"/> بكالوريوس <input type="checkbox"/> ماجستير <input type="checkbox"/> دكتوراه





					والدورات.	
					تعمل الجامعة على تحويل النتاج العلمي لواقع علمي ملموس.	AD.9
					لدى الجامعة نظام مؤسسي للرقابة على جودة التعليم فيها.	AD.10
					تسعى الجامعة لتطبيق قانون حماية الملكية الفكرية .	AD.11
					تسعى الجامعة لعمل شراكات مع الجامعات المحلية.	AD.12
					تسعى الجامعة لعمل شراكات مع الجامعات الأجنبية.	AD.13
					<b>التطور التكنولوجي (Technological Development)</b>	<b>TD</b>
					توفر الجامعة موقع الكتروني متطور لخدمة الموظفين فيها.	TD.1
غير موافق بشده	غير موافق	محايد	موافق	موافق بشده	العبارة	الرمز
					توفر الجامعة موقع الكتروني متطور لخدمة الجمهور وتسهيل معاملاتهم.	TD.2
					تستخدم الجامعة نظام التقييم الالكتروني.	TD.3
					تفعل الجامعة التواصل الالكتروني بين الموظفين.	TD.4
					تشجع الجامعة على استخدام التعليم الالكتروني.	TD.5
					تضع الجامعة خططا إستراتيجية لتفعيل استخدام التكنولوجيا بين الموظفين.	TD.6
					<b>التطور الإداري (Administrative Development)</b>	<b>AD</b>
					توفر الجامعة للموظفين الأكاديميين برامج تدريبية تنموية مهنية.	AD.1
					توفر الجامعة للموظفين الإداريين برامج تدريبية تنموية مهنية.	AD.2
					تطبق الجامعة خطة إستراتيجية لتنمية الموظفين مهنيًا.	AD.3
					تشجع الجامعة موظفيها على الإبداع كل في مجال تخصصه.	AD.4
					تهتم الجامعة بمعايير الصحة والسلامة المهنية للعاملين فيها.	AD.5
					لدى الجامعة نظام واضح للترقيات الأكاديمية.	AD.6
					لدى الجامعة نظام واضح للترقيات الإدارية.	AD.7
					تتبع الجامعة معايير واضحة للحوافز والمكافآت الممنوحة لموظفيها.	AD.8
					<b>تطوير خدمة المجتمع (Community Service Development)</b>	<b>CSD</b>
					تهتم الجامعة بنشر الوعي بين موظفيها حول أهمية العمل المجتمعي.	CSD.1
					تضع الجامعة خطة استراتيجيه تهدف الى تطوير الخدمة المجتمعية.	CSD.2
					تشجع الجامعة موظفيها على تقديم الخدمات الاستشارية لأفراد المجتمع.	CSD.3
					تسمح الجامعة باستخدام مرافقها لخدمة قطاعات الأعمال المختلفة في المجتمع.	CSD.4
					تدعم الجامعة الأبحاث العلمية التي تساهم في حل المشكلات المجتمعية.	CSD.5
					تساهم الجامعة مادياً في دعم وتقديم الخدمة المجتمعية لأفراد المجتمع.	CSD.6
					تساهم الجامعة معنوياً في دعم وتقديم الخدمة المجتمعية لأفراد المجتمع.	CSD.7
					تعمل الجامعة على توفير فرص التعليم المستمر لأفراد المجتمع.	CSD.8
					تساهم الجامعة في تطوير افراد المجتمع من خلال تطوير مركز التعليم المستمر.	CSD.9

شكرا لحسن تعاونكم

**Appendix (3): Evaluators List**

<b>Name</b>	<b>Academic Rank</b>	<b>Department</b>	<b>University</b>
Dr. Imad Weld Ali	Assistant Professor	MIS Department	Arab American University
Dr. Mohammad Abu Sharbeh	Assistant Professor	finance Department	Arab American University
Dr. Shaher Obaid	Assistant Professor	Business Department	Al-Quds Open University
Dr. Atiah Mosleh	Assistant Professor	Department	Al-Quds Open University

## المخلص

هدفت هذه الدراسة إلى بناء ميزة تنافسية في الجامعات الفلسطينية باستخدام استراتيجيات الاستقطاب، وتم اعتماد المنهج الوصفي التحليلي للإجابة على مشكلة وأسئلة وفرضيات الدراسة وذلك لملاءمته لأغراض الدراسة، حيث تم جمع البيانات الأولية من مجتمع الدراسة من خلال من خلال استخدام الاستلانة. وتم تحديد مجتمع الدراسة بجميع العاملين في المناصب الإدارية بالجامعات الفلسطينية من الطواقم الإدارية والأكاديمية. تم استخدام العينة غير العشوائية من نوع العينة الملائمة. وبلغ حجم العينة (125) موظف.

استخدم الباحث التكرار لوصف المتغير الديموغرافي والمتوسط والانحراف المعياري للإجابة على أسئلة البحث، بالإضافة إلى عينة اختبار أحادية الاتجاه لاختبار الفرضيات والانحدار متعدد الخطوط لاختبار أهمية استخدام إستراتيجيات الاستقطاب وأثرها على الميزة التنافسية في الجامعات الفلسطينية.

وتوصلت الدراسة إلى مجموعة من النتائج كان من أهمها أن هناك مستوى عالٍ من استخدام استراتيجيات الاستقطاب في الجامعات الفلسطينية، في حين أن مستوى استخدام الاستقطاب الداخلي في الجامعات الفلسطينية كان متوسطاً، أما مستوى استخدام الاستقطاب الخارجي فقد كان عالياً، علاوة على ذلك، بينت الدراسة إن مستوى الميزة التنافسية في الجامعات الفلسطينية عالياً.

وأوصت الدراسة الجامعات الفلسطينية إلى التعاون مع شركات الاستقطاب، واعتماد الجامعات بدرجة أكبر على الموارد البشرية الداخلية والحفاظ على الكفاءات الإدارية من التوظيف الخارجية، ومن الضروري أيضاً تشجيع الموظفين الإداريين على التطوير الأكاديمي، وتعزيز مفهوم الاعتماد على إستراتيجية الاستقطاب الداخلي في الجامعات الفلسطينية، إلى جانب استخدام الاستقطاب الخارجي من المصادر الخارجية المتاحة.

كما أوصت الدراسة الجامعات إلى الاهتمام بشكل كبير في الخريجين الجدد ذوي الخبرة القليلة خاصةً للذين تخرجوا منها. بالإضافة إلى استخدام الاستقطاب الخارجي والتركيز على الكفاءات الإدارية وتلك التي تتمتع بالخبرة من خارج الجامعة، مما يؤدي إلى تقليل تكاليف التدريب وتقليل المشاعر السلبية للزملاء.

أما فيما يخص توصيات الميزة التنافسية فتوصي الدراسة بما يلي:

الاستمرار في تطوير جودة التعليم في الجامعات الفلسطينية من خلال السعي الدائم نحو استقطاب الخبرات العلمية والعملية في مجال التدريس، والمنافسة في إقامة شراكات محلية ودولية وتقديم برامج تدريب عملي لأعضاء هيئة التدريس، والتركيز بشكل أكبر على الواجبات المنزلية للطلاب، وتطوير البنية التحتية للجامعات لتكون أكثر ملاءمة لعدد الطلاب. كما ومن الضروري دعم البيئة التعليمية التي تخلق الخريجين المؤهلين والعمل على إنشاء سياسات جديدة لمتابعة الخريجين بعد التخرج وأن تحافظ الجامعات على سمعتها بشكل مستمر التطوير الأكاديمي بشكل مستمر ومتجدد من خلال تخصيص أموال لدعم البحث العلمي، وتشجيع أعضاء هيئة التدريس على المشاركة في مجال البحث العلمي في جميع المحافل الدولية. وأيضاً في مجال التكنولوجيا من خلال توفير التسهيلات للمستخدمين وتشجيع استخدام التعلم الإلكتروني.

وضع معيار واضح للحوافز والمكافآت للموظفين وتتبعها، وبرامج تدريبية احترافية لتأهيل الموظفين الإداريين، بالإضافة إلى وضع خطط إستراتيجية متميزة تهتم بالموارد البشرية زيادة مساهمة خدمة المجتمع لأفراد المجتمع بشكل عام.