

The impact of organizational support for human resources in enhancing sustainable competitive advantage

Zahraa Qais^{1*}, Safaa J. Abdhussin², Hafsa Atallah Hussein³

^{1,2,3}Middle Technical University, Iraq; zahraazoz0757@gmail.com (Z.Q.) safa.alsaatya@gmail.com (S.J.A.) hafsaatalah@mtu.edu.iq (H.A.H.)

Abstract: The current study aims to examine the effects of organizational support for human resources and their ability to enhance sustainable competitive advantage. The study also seeks to reveal the level of organizational support and sustainable competitive advantage for the sample studied in private colleges, the research sample. The importance of the current study is derived from the importance of the subject of the current study with its studied variables, and the reflection of their effects on sustainable competitive advantage. The problem of the study was raised through some questions, the most important of which was (to what extent is organizational support available to human resources and to what extent are they able to achieve sustainable competitive advantage?) The current study adopted the descriptive analytical approach as it is the optimal approach to survey the opinions of the sample. The questionnaire was the main tool for collecting data in addition to personal interviews and field visits. A random sample was selected and (160) questionnaires were distributed. (154) questionnaires were collected, of which (137) were valid. Some main and sub-hypotheses were developed, the most important of which was (there is a statistically significant correlation and influence between organizational support on the other hand and sustainable competitive advantage). The results were extracted By using some statistical techniques including correlation analysis, regression analysis and structural modeling to test hypotheses through the statistical program ((SPSS V. 28 to analyze the answers. The study reached a set of conclusions, the most important of which is that the impact of organizational support on sustainable competitive advantage, and when employees feel that they are supported by their organization, their sense of satisfaction and happiness at work is enhanced. This can lead to an increase in performance and productivity, which enhances the competitive advantage of the organization in a sustainable manner.

Keywords: *Al-Turath University college, Organizational happiness, Organizational support, Sustainable competitive advantage.*

1. Introduction

The world is currently witnessing a number of disturbances resulting from social, cultural and economic changes that have led to changing work environments and increasing competition in the business world - an inevitable matter - as it requires more effort to know and understand what is happening in the market and what the customer always wants and to understand the changes in the business environment so that you can compete with others. For this reason, an attempt must always be made to understand what and how to manage a variety of owned resources to win the competition and create a competitive advantage. Preparing new products and services in the face of competition and competitors is one of the ways to win the competition through product and service innovation. Innovation here means finding customers and satisfying them by offering new products and services and creating innovation in order to obtain a strategic position in the market and resisting competitors' attacks with the main goal of meeting market demand. The entrepreneur has an important impact on the competitive strategy, as strategic decisions depend on developing leading human resources that lead

to competition. In order to achieve a sustainable competitive advantage, organizations need to constantly focus on identifying differentiating strategies and building or reshaping core competencies and obtaining unique technologies and accumulating intellectual property for human resources that can be harnessed to make the organization successful in a highly competitive environment. In order for the organization to maintain a sustainable competitive advantage, it must provide the appropriate tools and means, which are represented by providing organizational support to its human resources, as organizational support can contribute to providing the necessary resources, information, guidance and encouragement, in addition to creating an encouraging and supportive work environment. Organizational support can lead to increased employee satisfaction, loyalty and commitment to the organization, thus enhancing the performance and productivity of human resources. Likewise, the level of satisfaction and happiness among employees will lead to increased productivity and improved performance, thus achieving goals by providing support to distinguished human resources and enhancing their satisfaction and happiness at work, which enables the organization to achieve competitive superiority that continues in the long term. The importance of the current study was derived from the importance of the subject of the current study with its studied variables, and the reflection of its effects at the level of the individual, group or organization through the availability of organizational support and the extent of its ability to achieve self-development by increasing the effort expended and the individual's acquisition of organizational happiness that leads to increased dedication and commitment and enhancing positive interaction between the organization's employees, which leads to achieving organizational goals, enhancing performance and achieving sustainable competitive advantage. The current study aims to examine the effects of organizational support for human resources and the extent of their ability to enhance sustainable competitive advantage. The study also seeks to reveal the level of organizational support and sustainable competitive advantage for the sample studied in private colleges, the research sample. The study problem was raised through some questions, the most important of which were (To what extent is organizational support available to human resources in the organization under study? And to what extent are they able to achieve sustainable competitive advantage?) The current study adopted the descriptive analytical approach as it is the optimal approach to survey the opinions of the sample. The questionnaire was the main tool for collecting data, as a random sample was selected and (160) questionnaires were distributed, and (154) questionnaires were collected, of which (137) were valid. Questionnaire, and some main and sub-hypotheses were developed, the most important of which was (there is a statistically significant correlation and influence relationship between organizational support on the other hand and sustainable competitive advantage), and the results were extracted by using some statistical techniques, including correlation analysis, regression analysis, and structural modeling to test the hypotheses.

2. Literature Review

2.1. Organizational Support

Organizational support is defined as “the degree to which an individual perceives that the organization cares about him, values his efforts and contributions, takes care of him and nurtures him” (Abdul Rahman, 2015: 124) and is also defined as “the extent to which the organization appreciates the contribution of employees and cares for their well-being” (Ren, 2011: 108). The theory of organizational support states that “employees form a public opinion to support the organization and, based on that, pay attention to the organization’s goals and achieve them” (Gorji et al., 2014: 90). In other words, when the organization pays attention to caring for its individuals, they compensate for that with more commitment and better performance.

An important factor for the theory of organizational support is the rule of reciprocity, which applies to the relationship between the employee and the employer, which indicates that employees who receive preferential treatment from the organization, such as high levels of organizational support, will feel committed to caring for the organization’s benefits and contributing to achieving organizational goals (Hassan & Hassan, 2015: 133).

It is also known as "the degree to which an individual perceives that the organization cares about him, values his efforts and contributions, takes care of him and nurtures him." The theory of

organizational support assumes the existence of a reciprocal and participatory relationship between the organization and its employees. Employees' beliefs must interact and be affected by the extent to which the organization appreciates their contributions and cares for their well-being. These transactions include both material and personal issues (Robbins & Jude, 2018: 50). Therefore, organizational support expresses the continuous improvement in management performance by following scientific methods in work and treating problems that appear from time to time and supporting administrative decisions. Therefore, organizational support is essentially a correct expression of that set of rules and principles that were established to guide the idea and organizational work within the organization (Boyer et al., 2014: 67).

2.1.1. Importance of Organizational Support

The importance of organizational support can be summarized as follows (Kelley et., 2014:1):

- Organizational support integrates both the employee's sense of justice and feelings of self and self-reliance.
- Organizational support refers to employees' perception that the organization values their contributions and cares about their well-being.
- It enhances the organization's commitment to employees.
- It clarifies employees' beliefs that the organization values their contributions and well-being.
- The development of organizational support is encouraged in order to enhance employees' tendency to assign human characteristics such as the organization.

2.1.2. Components of Organizational Support

Organizational support consists of three components: (satisfaction at the level of payment, opportunities for professional development, and member-leader exchange) (House, 2021: 1) and can be explained as follows:

2.1.2.1. Satisfaction at the level of payment

Organizational support theory believes that good rewards indicate that the organization values the contribution of employees to the organization, which constitutes a major dimension of organizational support. Specifically, some say that organizational rewards represent the investment that the organization provides to the employee and are interpreted by the employee as a sign of organizational appreciation and recognition, thus contributing to the development of organizational support (Cox, 2022: 17).

2.1.2.2. Professional development opportunities

In addition to meeting physiological needs, employees also want to expand their capabilities and develop their potential in organizations or, in other words, meet their needs for growth and self-actualization. Thus, there is another way that HR practices can create employee beliefs in high organizational support by providing them with development opportunities that will meet their needs for personal growth. Providing potential job opportunities such as training and promotions may indicate a high level of concern for employees and appreciation for their contributions by the organization, and since these organizational actions go beyond what is mandated by company policy, it is likely that their use as a discretionary treatment by the organization indicates organizational care and support for employees (House, 2021:1).

2.1.2.3. Work and family support

There is another HR practice that can meet employee needs, and thus organizational support increases work and family support. Organizational support is related to organizational actions that reinforce employee beliefs that the organization will provide friendly understanding and material assistance to deal with stressful situations at work or at home. These factors help meet the need for emotional support and personal relationships, which enhances organizational support in the employee.

It is very likely that if the organization provides a high level of work and family support, employees will perceive that the organization cares about their well-being and supports them greatly (Whyte, 2022: 30).

2.1.2.4. Member-Leader Exchange

The supervisor is often seen as an agent for the organization to direct discretionary rewards and evaluate employee contributions, and these discretionary rewards and evaluations are key to organizational support. The treatment an employee receives from the supervisor tends to contribute to the employee's perceptions of the support he or she receives from the organization. Thus, the level of member-leader exchange or supervisory support is believed to have a positive relationship to organizational support (Clegg, 2021: 5).

2.1.3. Dimensions of Organizational Support

2.1.3.1. Organizational Justice

This dimension refers to justice for individuals, to the exchanges that arise from the prevailing relationship in the organization, which includes the employee's relationships with his managers, employees and colleagues of the same work rank and his relationship with his organization as a social system. Organizational justice is the employees' perceptions of justice in the workplace (Rupp & Thornton, 2011: 3). Organizational support is related to organizational procedures that enhance the employee's beliefs that the organization will provide friendly understanding and material assistance to deal with stressful situations at work or at home. These factors help meet the need for emotional support and personal relationships, which enhances organizational support. It is very likely that if the organization provides a high level of work and family support, employees will perceive that the organization cares about their well-being and supports them greatly and looks (Shoss & others, 2013: 2).

2.1.3.2. Supportive Behavior

This dimension is represented by the extent of support and endorsement that the individual feels from his supervisor in the organization and the extent to which the supervisor supports his subordinates and followers with guidance and direction and treats them with neutrality and justice and appreciates their contributions to achieving the organization's goals. Poor supervision and belittling subordinates and dealing with them in a bad way and this relationship affects the relationship with the organization negatively or positively (Shoss & others, 2013: 3). The treatment that the employee receives from the supervisor tends to contribute to the employee's perceptions of the support he receives from the organization. Thus, it is believed that the level of member-leader exchange or supervisory support has a positive relationship to organizational support. Member commitment refers to an emotional personal connection to identify and participate in a particular organization (Bittner, 2022: 6)

2.1.3.3. Self-Support and Affirmation

Self-support and affirmation refer to the belief of employees in the organization that they can meet and achieve their needs through positive participation in various roles in the organization. Researchers have distinguished between self-support and affirmation among employees and self-support and affirmation associated with specific tasks. Self-affirmation among employees is related to the general and comprehensive entity of the individual throughout his or her presence within the organization, while self-affirmation associated with specific tasks refers to what ends once a specific activity, task, or role within the organization is completed (Shoss & others, 2013: 2).

2.2. Sustainable Competitive Advantage

2.2.1. The Concept of Sustainable Competitive Advantage

The interest in competitive advantage and its importance has increased among business organizations of all kinds to confront the rapid changes and keep pace with the rapid developments in this world. The organization is successful when it possesses a competitive advantage that enables it to outperform its competitors, which represents the organization's ability to perform its activities at a

lower cost or with greater effectiveness than its competitors. Sustainable competitive advantage today comes through the human resources that organizations possess, which reach a high level of skills and become basic competencies.

The organization cannot continue to compete without possessing these competencies (Ciobanu, 2008:1). The concept of competitive advantage emerged when the concept of comparative advantage prevailed in the sixties of the last century. The concept has developed through three basic stages. The first stage was represented since the thirties and linked advantage to efficiency and performance. Then came the second stage, which began in the sixties and continued until the eighties, which emphasized opportunities, threats, strengths and weaknesses in strategy and how the organization outperforms competitors. The third stage came from the eighties and beyond, focusing on competitive performance and achieving competitive superiority (Harith et al., 2021:6). Competitive advantage is the advanced model of a business organization in the market because it focuses on the elements that ensure the continuity of this advantage for the longest possible period (Ciobanu, 2008:3). (Porter) is one of the first writers and researchers to focus on the concept of competitive advantage in his book (Competitive Advantage) in 1985, and it later became widely used in many fields of management, economics, marketing and trade. The term is considered? It has gained great importance in contemporary business organizations due to developments and changes in the business environment and has occupied a significant place in the efforts of researchers and academics today. It also contributes to the integration of knowledge for each individual in the organization as a basic requirement for business organizations, and its importance extends to include a wide range of business activities (Harith et al., 2021: 6).

Developing a definition that includes all the latent characteristics of the concept of competitive advantage and details competitive advantage, which is the clear exploitation of market opportunities and neutralization of competitive threats. It is an unobservable construct and therefore complex in nature due to its latent nature (Sigalas, 2015: 5).

They are the organization's assets, capabilities, or characteristics that are difficult to replicate or imitate and help achieve a superior position over competitors (Ciobanu, 2008: 3) Competitive advantage is defined as "the means by which a business organization can overcome other competitors. If these means provide the multi-business unit company with added value, then it is described as a comprehensive advantage" (Quikmba, 2009: 1) Competitive advantage is defined as "the features by which a business organization excels over competitors by providing greater value to the customer, whether through a reduced price and great benefits or other added services that contribute to improving the high price (Harith et al., 2021:6)

2.2.3. The Importance of Sustainable Competitive Advantage

The importance of sustainable competitive advantage comes in the long-term success of companies. The existing literature addresses its content, sources, and the different types of strategies that may help companies achieve sustainable competitive advantage (Guimarães, 2017: 3).

Competitive advantage is a positive indicator of the organization's orientation towards occupying a strong position in the market by obtaining a larger market share than competitors and increasing the volume of sales profits. Its importance is evident through: (Nayef, 2018: 6)

1. It leads to achieving excellence and superiority over competitors and stems from within the organization through its basic resources and unique skills.
2. Verifying its value by adding value to customers, which is a criterion for successful organizations that wish to survive and grow.
3. It is the main weapon to face the challenges of the market and the corresponding organization, and this comes through the organization developing its competitive knowledge and its ability to meet the needs of customers in the future by creating technologies and productive skills in the form of capabilities that enable it to adapt to rapidly changing opportunities.
4. It represents an important criterion for determining successful organizations from others, because successful organizations are characterized by finding new unique models that are difficult to imitate and emulate continuously, because they are certain that their old models have become widely known and available and that competitors are fully aware of them.
5. Obtaining a leading position and the

organization's ability to retain existing customers, attract more customers and own a market share that exceeds competitors depends largely on sustainable competitive advantage (Hill, 2009: 209).

2.2.4. Dimensions of Sustainable Competitive Advantage

Sustainable competitive advantage is vital to the long-term success of any organization or company in today's rapidly changing business environment. This advantage means the ability to maintain a strategic superiority that can be sustained over time. It depends on a deep understanding of its dimensions and its integration into the organization's activities. The dimensions of sustainable competitive advantage are (Silber & Kearny, 2010: 112)

2.2.4.1. Creative Culture

Creativity is an important decision for organizations and large amounts of resources are invested to achieve success in creativity and innovation. Studies examine the factors that make organizations more innovative and the common characteristics of their innovative environments. Creativity plays a major role in generating innovation and supporting and sustaining competitive advantage (Ucar, 2018: 3)

2.2.4.2. Information Technology

In our time, information technology, with its various components, has become an important element that organizations rely on to succeed, as this technology provides fast and accurate information that enables senior management to make decisions and confront emergency situations and circumstances that confront them, which leads to achieving competitive advantages for these organizations. Therefore, information technology is one of the most important challenges facing organizations due to the strategic role it plays in improving performance and possessing a sustainable competitive advantage (Silber & Kearny, 2010: 112). It is a set of cognitive experiences, tools and organizational material means that individuals use to obtain archived, photographed and drawn information to process, store, exchange and publish it to be available to all (Hill, 2009: 209).

2.2.4.3. Strategic Flexibility

Strategic flexibility is one of the basic topics in the business environment, as it represents the basis for achieving sustainable competitive advantage through rapid response to environmental changes and events. Strategic flexibility enables the organization and its ability to shift from using one strategy to another as quickly as possible. It is "the extent to which the organization adapts to its external environment and finds the appropriate alignment between its resources in investing in available opportunities, avoiding the threats it faces, and providing its products according to the needs of its markets, which achieve customers' desires better than competitors." Strategic flexibility is "the organization's ability to adapt to changes and events that occur in the competitive environment through a set of processes represented by mobilizing the necessary human, structural, material, financial, operational, and marketing resources and capabilities (Michael et al., 2005: 173). It is "the organization's ability to adapt to the prevailing situation in the competitive market to maintain the competitive advantage and ensure its sustainability" (Valentine et al., 2006: 582).

2.3. The Relationship between Organizational Support and Sustainable Competitive Advantage

Perceived organizational support refers to a reflection of the relationship between the organization and its employees. According to this concept, this relationship is limited to the support provided by the organization's management, which constitutes a set of activities and practices that the organization's management directs to its employees, whether related to participation in decision-making, solving problems, improving performance, making changes in the work environment, opportunities for promotion and job enrichment, and other forms and dimensions of support through the answers of the research sample members to the perceived organizational support scale (Valentine et al., 2006: 582).

As organizational support refers to the individual's awareness of the organization's appreciation for him, his judgments regarding his awareness of organizational support will work to estimate his expectations for the results resulting from his effort. Therefore, the greater the extent to which the

organization cares about employees and appreciates their efforts, the more effort employees will exert to help the organization achieve its goals (Ucar,2018:3).

Organizational support contributes to achieving sustainable competitive advantage (Hill, 2009: 209):

1) Employees' awareness of the results they achieve for the organization contributes directly to improving performance and achieving sustainable competitive advantage. 2) It reflects the organization's interest in the individual by creating a sense that they are valuable, which increases their loyalty to work and their performance of the tasks and work assigned to them, which is reflected in the competitive advantage.

3) Perceived organizational support refers to the extent to which employees realize that the organization values their contributions and cares about their well-being .

4) Perceived organizational support plays an important role in facilitating the transfer of trained skills to the job

5) Increases employees' ability to develop fixed and universal values about the extent to which their institutions appreciate their well-being or their well-being because organizational support raises the emotional behavior of an organization and strengthens expectations that will reward employees based on the effort made and supports their productivity.

6) Organizational support contributes to increasing the organization's outputs.

7) Organizational support is the main driver of employee motivation, performance, and organizational commitment.

8) Organizational support contributes to increasing employees' organizational commitment to the organization.

9) The contribution of organizational support to achieving self-development for employees. Employees' feeling and awareness that the organization supports them increases their interest in developing their experiences. 10) It develops the motivation to work on increasing performance efficiency and achieving the highest expected rates of return for departments, sections and the organization in general.

3. Methodology

It is information arranged and coordinated by the researcher regarding the topic of his research, which is supported by sources and references related to it. The purpose of this topic (theoretical studies) is to clarify to the reader some ambiguous paragraphs or new information not included in the sources or references, or its purpose is to arrange and sequence the reader's ideas regarding the topic of research and theoretical studies "which are studies that are actually related to the problem and these come through sources from books, references, documents and data found in libraries, and they are to support the validity of the research and study and to form a basis for the research.

3.1. Objectives

The study aims to determine the level of organizational support and sustainable competitive advantage for the sample studied, as well as to identify the degree of interest in organizational support, organizational happiness and sustainable competitive advantage by diagnosing their reality and relative importance, and attempting to test the role of organizational support and organizational happiness in achieving sustainable competitive advantage.

3.2. Research Model and Hypothesis

3.2.1. Research Model

3.2.2. Hypothesis

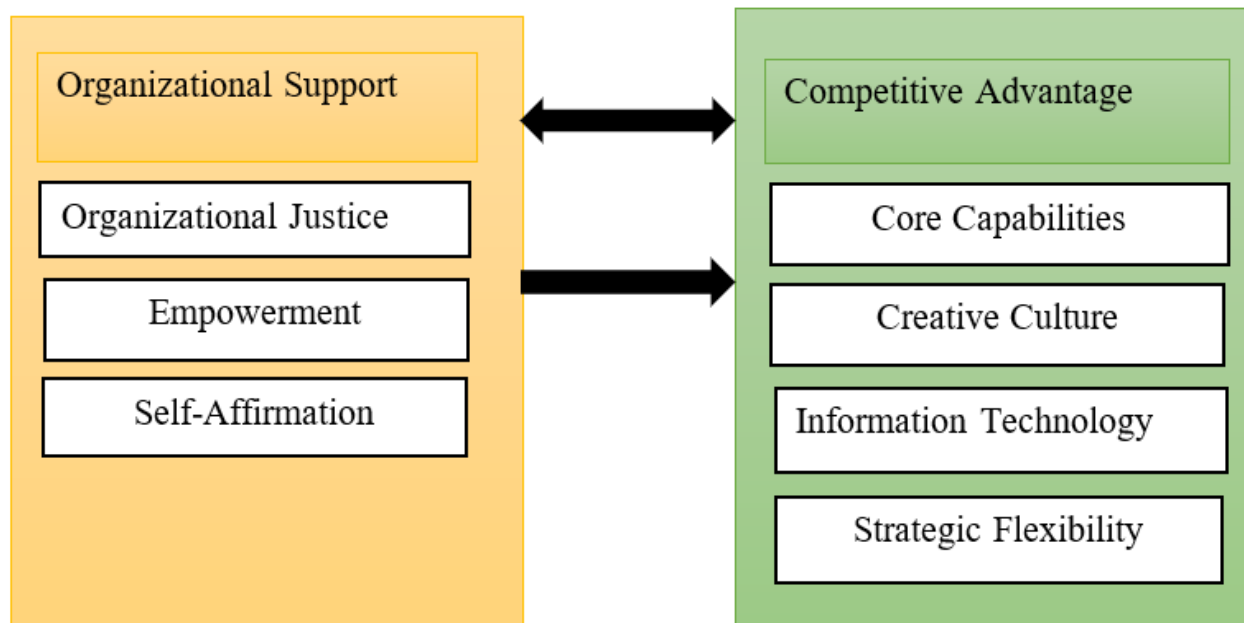


Figure 1.
Research model.

- **There is a Statistically Significant Correlation Between Organizational Support and Sustainable Competitive Advantage**

1. There is a statistically significant correlation between organizational justice and sustainable competitive advantage
2. There is a statistically significant correlation between empowerment and sustainable competitive advantage
3. There is a statistically significant correlation between self-support and self-affirmation and sustainable competitive advantage.

- **Organizational Support Affects Sustainable Competitive Advantage**

1. There is a statistically significant effect relationship between organizational justice and sustainable competitive advantage
2. There is a statistically significant effect relationship between empowerment and sustainable competitive advantage
3. There is a statistically significant effect relationship between support and self-affirmation and sustainable competitive advantage.

3.3. Sample

A random sample was selected from a number of private colleges. (160) questionnaires were distributed, (154) questionnaires were collected, and (137) questionnaires were valid.

3.4. Data Analyses

Testing the correlation between organizational support and sustainable competitive advantage

The results of Table 1 indicate a test of the correlation between organizational support and its dimensions and sustainable competitive advantage as follows:

1- The first sub-hypothesis: There is a statistically significant moral correlation between the dimension of organizational justice and sustainable competitive advantage

The results of the correlation analysis indicate the existence of a statistically significant moral correlation between the two variables, as the value of the correlation coefficient was recorded at (0.701**), which is a positive and relatively high value and has a statistically significant significance, as the value of the (T) test was greater than the tabular value, in addition to the significance level (P) having a low value and smaller than the required limits, which require it to be smaller than (0.05), which indicates the fulfillment of the sub-hypothesis.

2- The second sub-hypothesis: There is a significant statistical correlation between the empowerment dimension and sustainable competitive advantage. The results of the correlation analysis indicate the existence of a significant statistical correlation between the two variables, as the value of the correlation coefficient was recorded at (0.684**), which is a positive and relatively high value and has significant statistical significance, as the value of the (T) test was greater than the tabular value, in addition to the significance level (P) having a low value and smaller than the required limits, which require it to be less than (0.05), which indicates the fulfillment of the hypothesis. 3- The third sub-hypothesis: There is a statistically significant moral correlation between the dimension of self-support and self-affirmation and sustainable competitive advantage.

The results of the correlation analysis indicate the existence of a statistically significant moral correlation between the two variables, as the value of the correlation coefficient was recorded (0.767**), which is a positive and relatively high value and has a statistically significant significance, as the value of the (T) test was greater than the tabular value, in addition to the significance level (P) having a low value and smaller than the required limits, which stipulate that it should be less than (0.05), which indicates the fulfillment of the sub-hypothesis.

4. The second main hypothesis: There is a statistically significant moral correlation between organizational support and its dimensions in sustainable competitive advantage.

The results of the statistical analysis of the SPSS program, as shown in Table 1, showed that there is a statistically significant correlation between the two variables, as the value of the correlation coefficient was recorded as (0.794**), which is a positive and relatively high value and has a statistically significant significance, as the value of the (T) test was greater than the tabular value, in addition to the significance level (P) having a low value and smaller than the required limits, which require it to be less than (0.05). Accordingly, the first main hypothesis has been achieved.

Table 1.
Correlation coefficients between organizational support and sustainable competitive advantage.

Sustainable competitive advantage				
	Correlation	(T) value	Sign	
Organizational justice	0.701 **	11.435	0.000	Result
Empowerment	0.684 **	10.889	0.000	Acceptance
Self-Affirmation and support	0.767 **	13.870	0.000	Acceptance
Organizational support	0.794 **	15.150	0.000	Acceptance
* Significant below (0.05) level				
Table value of (T) at (0.05) = 1.660				
Table value of (T) at (0.01) = 2.364				

3.5. The Impact of Organizational Support and Its Dimensions on Sustainable Competitive Advantage

The results of Table 2 indicate an analysis of the impact of organizational support and its dimensions on sustainable competitive advantage, as follows:

1) The first sub-hypothesis: There is a statistically significant relationship between organizational justice and sustainable competitive advantage

By reviewing the values of Table 2. it becomes clear that organizational justice has a significant effect on sustainable competitive advantage, as the value of the regression coefficients indicates the

existence of the relationship, as the constant (α) reached (1.949), while the value of the effect is reflected by the value of (β), which reached (0.526), which showed the presence of the effect when there is a positive change of (1) in the independent variable. This indicates that the regression curve is sufficient to describe the relationship between the variables with a confidence level of (0.95) and (0.99). The value of the interpretation coefficient (R^2) also indicated that its value reached (0.492), which means that (organizational justice) explains (49.2%) of the changes that occur in the dependent variable, and the rest of the explanation is due to other variables that were not included in the regression model. These relationships are significant as the calculated F value is greater than its tabulated value within the significance level, and this is supported by the significance value, which appeared to be less than (0.05). In light of these results, the hypothesis is accepted. The hypothesis was tested through regression analysis, and the regression equation for the relationship between the two variables was formulated as follows:

$$Y = \alpha + \beta M$$

$$Y = 1.949 + 0.526 M1$$

(M1) Organizational Justice

(Y) Sustainable Competitive Advantage

1) The second sub-hypothesis: There is a statistically significant relationship between empowerment and sustainable competitive advantage

By reviewing the table values, it becomes clear that empowerment has a significant effect on sustainable competitive advantage, as the value of the regression coefficients indicates the existence of the relationship, as the constant (α) reached (1.566), while the value of the effect is reflected by the value of (β), which reached (0.596), which showed the presence of the effect when there is a positive change of (1) in the independent variable. This indicates that the regression curve is sufficient to describe the relationship between the variables with a confidence level of (0.95) and (0.99). The value of the interpretation coefficient (R^2) also indicated that its value reached (0.468), which means that (empowerment) explains (46.8%) of the changes that occurred in the dependent variable, and the rest of the explanation is due to other variables that were not included in the regression model. These relationships are significant, as the calculated F value is greater than its tabulated value within the significance level, and this is supported by the significance value, which appeared to be less than (0.05). In light of these results, the hypothesis is accepted. The hypothesis was tested through regression analysis, and the regression equation for the relationship between the two variables was formulated as follows:

$$Y = \alpha + \beta X$$

$$Y = 1.566 + 0.596 M2$$

(M2) Empowerment

(Y) Sustainable Competitive Advantage

1) The third sub-hypothesis: There is a statistically significant relationship between self-support and self-affirmation and sustainable competitive advantage. By reviewing the table values, it becomes clear that self-support and self-affirmation have a significant effect on sustainable competitive advantage, as the value of the regression coefficients indicates the existence of the relationship, as the constant (α) reached (1.529), while the value of the effect is reflected by the value of (β), which reached (0.624), which showed the presence of the effect when there is a positive change of (1) in the independent variable. This indicates that the regression curve is sufficient to describe the relationship between the variables with a confidence level of (0.95) and (0.99). The value of the interpretation coefficient (R^2) also indicated that its value reached (0.588), which means that (self-support and self-affirmation) explains (58.8%) of the changes that occur in the dependent variable, and the rest of the explanation is due to other variables that were not included in the regression model. These relationships are significant, as the calculated F value is greater than its tabulated value within the significance level, and this is supported by the significance value, which appeared to be less than (0.05). In light of these results, the hypothesis is

accepted. The hypothesis was tested through regression analysis, and the regression equation for the relationship between the two variables was formulated as follows:

$$Y = \alpha + \beta M$$

$$Y = 1.529 + 0.624 M$$

(M3) Self-support and affirmation

(Y) Sustainable competitive advantage

1) The first main hypothesis: There is a statistically significant relationship between organizational support and sustainable competitive advantage. By reviewing the table values, it becomes clear that organizational support has a significant effect on sustainable competitive advantage, as the value of the regression coefficients indicates the existence of the relationship, as the constant (α) reached (1.205), while the value of the effect is reflected by the value of (β), which reached (0.710), which showed the presence of the effect when there is a positive change of (1) in the independent variable. This indicates that the regression curve is sufficient to describe the relationship between the variables with a confidence level of (0.95) and (0.99). The value of the interpretation coefficient (R^2) also indicated that its value reached (0.630), which means that (organizational support) explains (63%) of the changes that occurred in the dependent variable, and the rest of the explanation is due to other variables that were not included in the regression model. These relationships are significant, as the calculated F value is greater than its tabulated value within the significance level, and this is supported by the significance value, which appeared to be less than (0.05). In light of these results, the hypothesis is accepted. The hypothesis was tested through regression analysis, and the regression equation for the relationship between the two variables was formulated as follows:

$$Y = \alpha + \beta M$$

$$Y = 1.205 + 0.710 M$$

(M) Organizational support

(Y) Sustainable competitive advantage

Table 2.

Analysis of the impact of organizational support on sustainable competitive advantage.

Dependent variable	Signe	F value	value of (T)	(R^2)	(β)	(α)	Dimension
Sustainable competitive advantage	0.000	130.746	11.435	0.492	0.526	1.949	Organizational justice
	0.000	118.569	10.889	0.468	0.596	1.566	Empowerment
	0.000	192.388	13.870	0.588	0.624	1.529	Self-support and affirmation
	0.000	229.526	15.150	0.630	0.710	1.205	Organizational support
n=137		Table F value at (0.05) = 4.001 Table F value at (0.01) = 6.851					

3.5. Data Analyses

1. The university is convinced that university attendance affects the personal lives of employees as a result of their exposure to more work pressures
2. The university administration is interested in providing equipment and buildings suitable for work and performing tasks is a priority for the sample members
3. The sample members do not express their discomfort when dealing with their superiors at work
4. Most employees feel annoyed and anxious when they fail to perform their tasks, and this can be reflected in their performance
5. The university administration did not consider honoring employees and appreciating their efforts among the university's priorities
6. Most of the sample members like to accomplish work with the best performance and on time
7. There is agreement among the majority of employees that the wages and salaries they receive are not commensurate with the work they do

8. The university administration's interest in the ideas and suggestions presented by employees is not among the priorities

9. The university employees' computers are not sufficiently connected to a single network for the purpose of exchanging data and information related to their activities

10. The sample members' interest in the dimensions of organizational happiness focuses on achievement in the first place First, then the positive impact, then the negative impact

11. It became clear that the most important dimensions of organizational support are the empowerment dimension, followed by support and self-affirmation, and finally organizational justice

12. The most important dimensions of sustainable competitive advantage are core capabilities, followed by strategic flexibility, then creative culture, and finally information technology

13. There is a positive impact of organizational happiness on sustainable competitive advantage, and when employees are happy, they are more motivated and productive, as happiness enhances commitment and focus, which leads to improved performance and quality of work.

14. There is a positive impact of organizational support on sustainable competitive advantage, as employees who feel supported are more motivated to contribute effectively to achieving the organization's goals. This leads to improved productivity and quality of work

15. There is a positive impact of organizational happiness on organizational support, when the work environment is encouraging and full of happiness, employees feel that management cares about them and supports them. This enhances trust between the two parties, which contributes to employees feeling supported and appreciated.

16. It became clear from the summary of the results that the impact of organizational happiness on sustainable competitive advantage will increase and be strengthened by the presence of organizational support as an intervening variable, as employees' feeling of well-being and comfort within a comfortable work environment with appreciation for their efforts will enhance commitment and performance compared to competitors.

3.6. Conclusion

1. Commitment to distributing the tasks assigned to employees according to the principle of justice and according to their capabilities and abilities in a way that does not cause increased work pressures and does not affect their personal lives

2. Providing appropriate equipment and buildings for work that facilitates the performance of employees' tasks and duties

3. Supporting the relationship between the manager and the subordinate and making it based on partnership and justice, which is reflected in the satisfaction of employees

4. Not being strict in accountability and giving the employee the opportunity to admit his mistakes when he is negligent without fear and anxiety because this causes disturbance and tension

5. Giving more attention to honoring and appreciating the creative and distinguished and those with creative works and ideas

6. Not burdening employees beyond their capacity and distributing tasks among them equally in order to ensure good performance on time

7. Considering providing incentive rewards to employees who bear additional work and increasing keenness to distribute work among them according to their capacities and capabilities

8. Establishing clear mechanisms to evaluate the ideas presented and identify the best of them for implementation and adopting an organizational culture that stimulates creativity and innovation

9. Focusing on the need to connect employees' computers The university has a single network for the purpose of exchanging data and information related to their activities

10. Increasing focus on achievement and supporting it and setting clear performance standards to achieve the greatest possible positive impact

11. Increasing interest in organizational support and its dimensions and increasing employee empowerment, support and self-affirmation and self-confidence and ensuring equality and justice among them

12. Focusing on sustainable competitive advantage through its dimensions and developing core capabilities, developing flexibility and adaptation, enhancing creativity and providing appropriate technology for business

13. Enhancing the relationship of organizational happiness in sustainable competitive advantage by adopting a culture of cooperation and well-being and providing an appropriate work environment

14. Increasing interest in the impact of organizational support on sustainable competitive advantage through providing empowerment, justice and self-affirmation that work together to enhance sustainable competitive advantage

15. Increasing interest in the impact of organizational happiness on organizational support by supporting achievement and positive impact and avoiding negative impacts.

16. The university's focus on employing organizational support as a positive mediating variable between organizational happiness and sustainable competitive advantage by providing organizational tools, organizational practices, positive culture and appropriate environment that will enhance the positive relationship between organizational happiness and sustainable competitive advantage. 17. Focus on achieving competitive advantage by the university through the availability or feeling of organizational happiness with the presence of organizational support provided by the university administration in achieving sustainable competitive advantage and the university remaining in a state of superiority and distinction over private universities and colleges.

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