

## The Effect of the Basis of Change Management in Achieving Competitive Advantage for Kindergarten Institutions

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**Abstract:** The aim of this research is to study the effect of the basis of change management in kindergarten institutions on the achievement of competitive advantage. The research sample consisted of (35) kindergarten principals and (280) parents of children in these kindergartens. The research tools consisted of the basis of change management and the competitive advantage questionnaire. The most important results: The training system and communication system were effective in the ability of kindergarten institutions to achieve competitive advantage. Information quality, the leadership style and the appropriate working environment for change were effective in the perceived value of parents in achieving competitive advantage in kindergarten institutions. Finally the basis of change management, the leadership style, the appropriate environment which led to the change and effective communication systems were effective in achieving the competitive advantage as a whole for kindergarten institutions.

**Key words:** The Basis of Change Management • Competitive Advantage • Kindergarten Institutions

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### INTRODUCTION

Change is inevitable in the educational sector. The process of rapid change affects education as well as many areas. This process of change requires reviewing some factors, such as educational institutions and management activities. Change is a continuous process. Change in any institution begins from or within the institution. In the changing world, the institution needs redevelopment on continuous bases for the sake of competition [1]. There are numerous factors underlying change. These factors can be organized into: Political factors, Economic factors, Technological and Socio-cultural factors [2]. According to Hussey[3], the pressures for change come from all sides "the acceleration of technological changes", "the increasing competition and globalization", "growth and diversification of customer demands", the change of social structure and population of countries. In addition to government initiatives, improving the quality of student learning and ever-changing environment make change a permanent condition in all organizations and the pace of change is ever increasing [4]. All these changes are a challenge to

the management of institutions, which require them to adapt and exploit the opportunities available and to invest all the materials, human and technological resources to bring about the necessary changes that keep with the modern developments of the institution[5], the aim is to increase the capacity of the institution, to adapt its ability and performance, to achieve excellence customer satisfaction and speed of interaction with the local and global environment and qualify them to be in the level of competitiveness [6]. Achieving competitive advantage can only be achieved by adding value to customers and achieving differentiation by responding to the external environment of opportunities and threats; making better use of their technical and organizational capabilities and resources, especially human resources[7].The components of successful change management are a set of skills that must be characterized by managers and those responsible for change this includes mental skills, the ability to think and learn, transformational skills and the ability to transform the work environment from an environment that avoids risk to an environment that faces risk. Skills to deal with others include conflict management skills, barrier removal skills and creative ideas [8].

Leadership is at the heart of the change process in light of uncertainty, chaos and rapid change-to generate organization-wide energy and passion through action Fullan [9]. Stevo[10] confirmed that the success of change management depends on a set of elements including the awareness of employees of the institution for the need to change and convincing them that the process of change benefits the participants in the change process. Adel [11] explained that the most important elements of successful change management are: the appropriate working environment, effective communication systems, information quality, leadership style and effective training systems. Kindergarten institutions cannot be away from the circles of change in the fields of educational and technological progress in the age of globalization and may be the basis to re-form and structure the child to be able to face challenges. The improvement and development of educational institutions is the way advanced countries follow to achieve their renaissance and civilization progress; through the production of high-quality outputs. The level represents human capital with a competitive advantage in the present time [12].

Many studies have been conducted on the reality of the management of kindergartens which resulted in the lack of management skills and lack of awareness of the importance of development and adaptation to internal and external conditions, lack of communication skills and lack of quality of information. These studies stressed the importance of the professional development of the kindergarten managers and the continuous training, especially with regard to the skill of leadership to ensure the development and improvement of kindergarten institutions [13]. Kindergarten institutions are the first educational institutions that contribute to the formation of the human element, which represents the goal of development and its means. They are strongly influenced by the changes to all sectors and the growing desire to achieve competitive advantage, which is one of the driving forces of change. The problem of research is to specify the effect of the basis of change management in achieving the competitive advantage of kindergarten institutions. This research aims to: study the effect of the basis of change management and its dimensions (appropriate environment - effective communication systems - information quality - leadership style - effective training systems) on the ability of kindergarten institutions and on the perceived value of parents to achieve competitive advantage. It studies the relationship

between the ability of the institution to achieve the competitive advantage and the perceived value of parents of the children in kindergartens to achieve this advantage. The importance of the research: The growing global trend towards excellence, competitive advantage and the search for ways to achieve it is imperative for development. This research emphasizes the basis of change management that contributes to the achievement of competitive advantage. The management of change and competitive advantage in kindergartens is a starting point in the development of these institutions.

## **MATERIALS AND METHODS**

The analytical descriptive approach is employed. Limitations of the research: Human limits: The research sample consisted of (35) kindergarten principals and (280) parents of the children in these kindergartens. The spatial limits: Shebin El Koum city in Menoufia Governorate. Time limits: The field application during March and April 2016. Objective limits: The research focused on the basis of change management and competitive advantage in kindergartens. Research tools: A questionnaire of the basis of change management it aimed at determining the level of kindergarten institutions in achieving the basis of change management. The number of its phrases was (40), distributed on its dimensions. A questionnaire of competitive advantage it aimed at determining the level of kindergarten institutions in achieving the competitive advantage. The number of its phrases was (64), divided into two main axes: the ability of the institution to achieve the advantage and perceived value of parents to achieve competitive advantage. They are distributed equally on the axes of each dimension: efficiency, quality, renewal and responding to customer needs. Correction of tools: Data are corrected according to Likert needs scale. The lowest score for the basis of change management questionnaire is (40), the highest score is (200), the mean is (155.11) and the standard deviation is (16.53). The lowest score for the competitive advantage of kindergartens questionnaire is )64( and the highest score is )320(, the mean is (259.20) and the standard deviation is (23.97). Validation of the tools: The validity was confirmed by finding the correlation coefficient Kendall between the degree of each phrase and the degree of the axis to which it belongs. The results confirmed a positive correlation relationship at significant levels (0.05) and (0.01).

Reliability of the tools Alpha Cronbach was used to calculate the reliability coefficient. The coefficient of alpha was (0.874) for the basis of change management questionnaire and (0.870) for competitive advantage of kindergartens questionnaire.

## RESULTS AND DISCUSSIONS

From the obtained data, it could be observed that both the training system and communication system were effective in the ability of kindergarten institutions to achieve competitive advantage. The values of the ( $R^2$ ) are (0.845 - 0.819), respectively, All values are statistically significant at a significant level (0.001). These findings are consistent with Yousef, Abeer, [14] and Tariq, [15] who emphasized that intensive training is the most important contributing factor to achieving competitive advantage.

**Statistical Analysis:** A statistical program was used (SPSS) Statistical Package for Social Sciences; version (22) to conduct statistical methods (mean - standard deviation - Alpha Cronbach - correlation matrix - multiple regression analysis- Stip wise).

Table 1: The multiply regression analysis of the basis of change management in the ability of kindergarten institutions to achieve competitive advantage

Variables	R	R <sup>2</sup>	R <sup>2</sup> change	F	Sig	B	standard deviation	Beta	T	Sig
effective communication systems	0.905	0.819	0.819	140.38	0.000	3.44	0.28	0.905	12.22	0.000
effective training systems	0.919	0.845	0.025	86.90	0.000	3.65	0.28	0.961	13.01	0.000

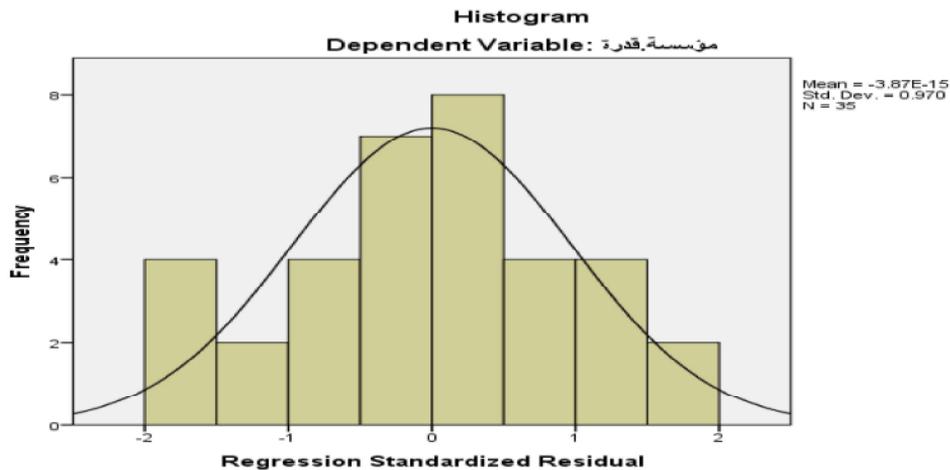


Fig. 1: The histogram shows that data are distributed naturally

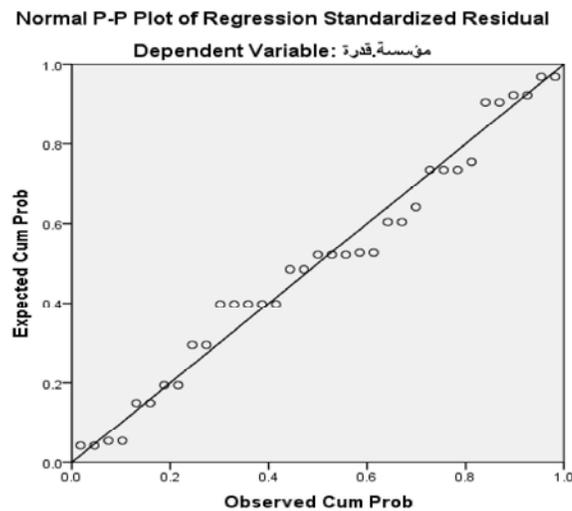


Fig. 2: The points are grouped around the line and this confirms that the data are distributed according to normal distribution

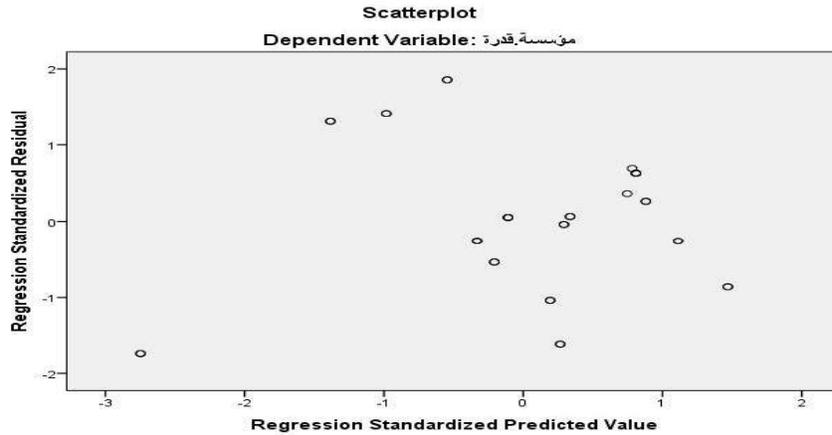


Fig. 3: The absence of a certain pattern of points is consistent with the linear requirement

The information quality, the leadership style and the appropriate working environment for change were effective in the perceived value of parents in the achievement of competitive advantage in kindergartens. The values of ( $R^2$ ) are (0.900 - 0.847 -0.789) respectively. All values are statistically significant at a significant level (0.001) and (0.01). These findings are consistent with Kholoud, Buran [16] who stressed that quality of information contributes to the achievement of competitive advantage and the leadership style; This finding was consistent with Ibrahim [17] who pointed out that prudent administrative leadership guarantees the institution's competitive advantage and creates the customer's perceived value of the services offered by the institution to other competitors. Finally the appropriate working environment for change is provided. This finding was consistent with Fouad [18] who confirmed that delegation of authorities is the most important factor contributing to the achievement of competitive advantage. The delegation is one of the components of the appropriate working environment for change.

Table 2: The multiply regression analysis of the basis of change management in the perceived value of parents in the achievement of competitive advantage in kindergarten institutions

Variables	R	R2	R2 change	F	Sig	B	standard deviation	Beta	T	Sig
The appropriate working environment for change	0.888	0.789	0.789	123.24	0.000	3.11	0.28	0.88	11.10	0.000
Leadership style	0.920	0.847	0.058	88.28	0.000	1.31	0.38	0.32	3.472	0.002
Information quality	0.949	0.900	0.053	92.75	0.000	1.92	0.47	0.51	4.055	0.000

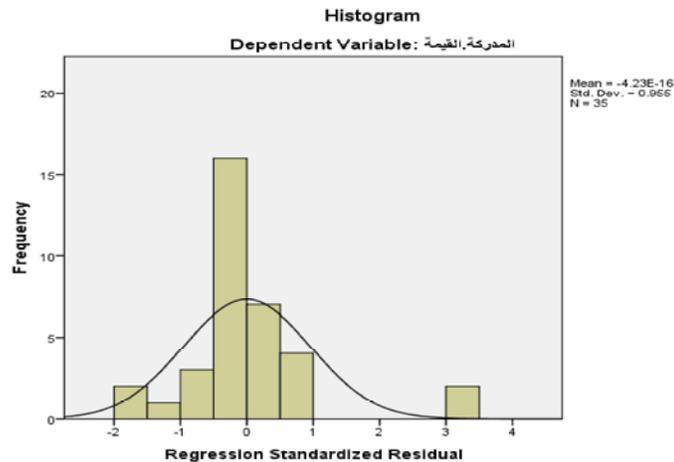


Fig. 4: The histogram shows that data are distributed naturally

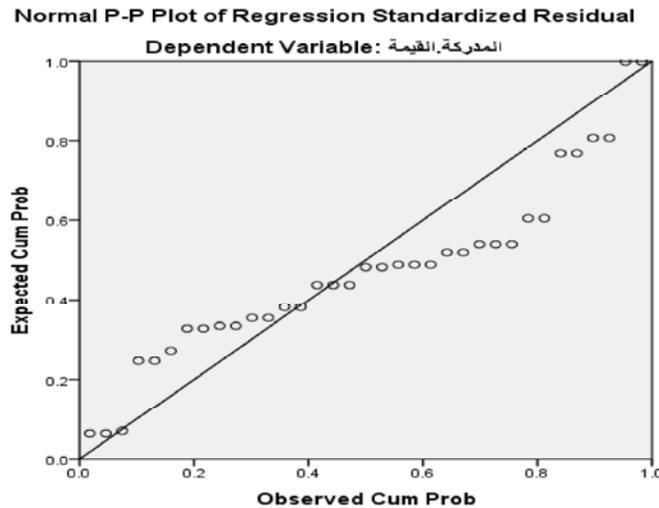


Fig. 5: The points are grouped around the line and this confirms that the data are distributed according to normal distribution

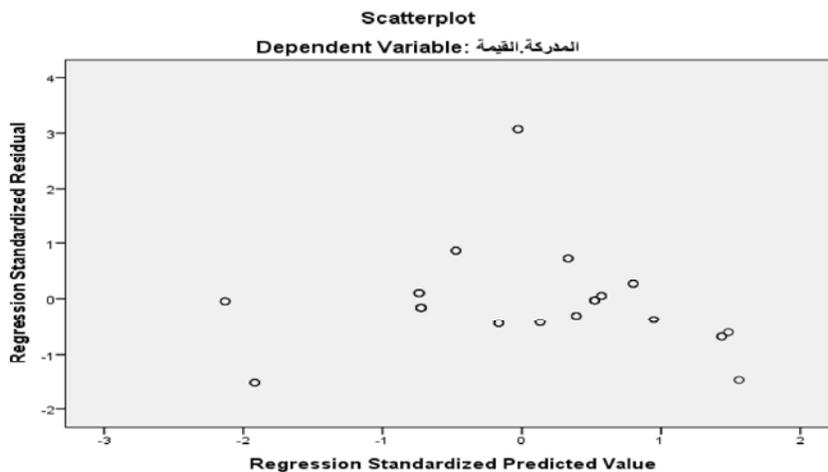


Fig. 6: The absence of a certain pattern of points is consistent with the linear requirement

The previous data showed that the basis of change management as a whole, the leadership style, the appropriate working environment and the effective communication systems were effective in the achievement of competitive advantage in kindergartens. The values of ( $R^2$ ) are (0.926 - 0.877 - 0.860 - 0.823) respectively. All values are statistically significant at significant levels (0.001), (0.01) and (0.05). This finding is consistent with Kamal, Abdel Salam [19] and Saleh [20] They stressed the inevitability of continuous change of the internal environment of the institution to ensure adaptation to the local and global environment and ensure competitiveness that enables the institution to achieve excellence and quality of services and ensure continuity through appropriate change strategies.

Table 3: The multiply regression analysis of the basis of change management in the achievement of competitive advantage in kindergarten institutions

variables	R	R2	R2 change	F	Sig	B	standard deviation	Beta	T	Sig
The effective communication systems	0.907	0.823	0.823	153.63	0.000	6.86	0.55	0.907	12.39	0.000
The appropriate working environment for change	0.927	0.860	0.037	98.34	0.000	2.20	0.76	0.364	2.90	0.007
Leadership style	0.937	0.877	0.017	73.93	0.000	1.35	0.65	0.19	2.09	0.045
The basis of change management as a whole	0.962	0.926	0.049	93.79	0.000	1.13	0.26	0.78	4.44	0.000

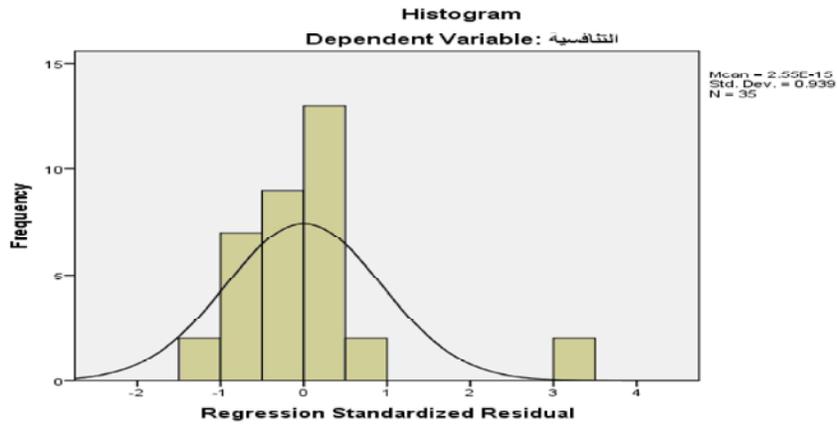


Fig. 7: The histogram shows that data are distributed naturally

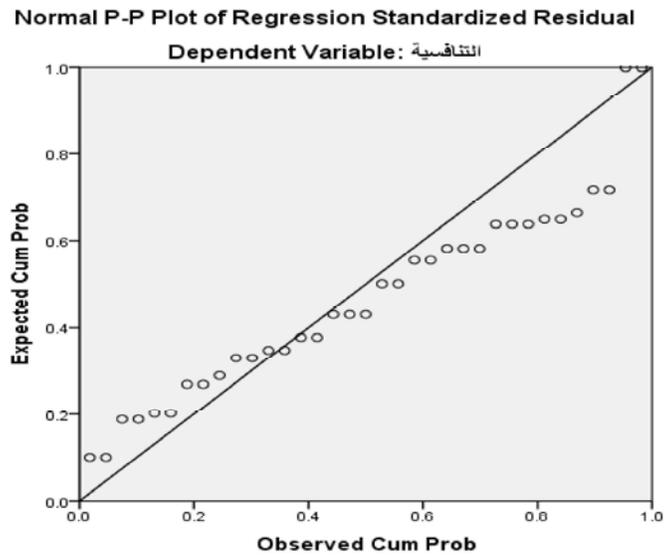


Fig. 8: The points are grouped around the line and this confirms that the data are distributed according to normal distribution

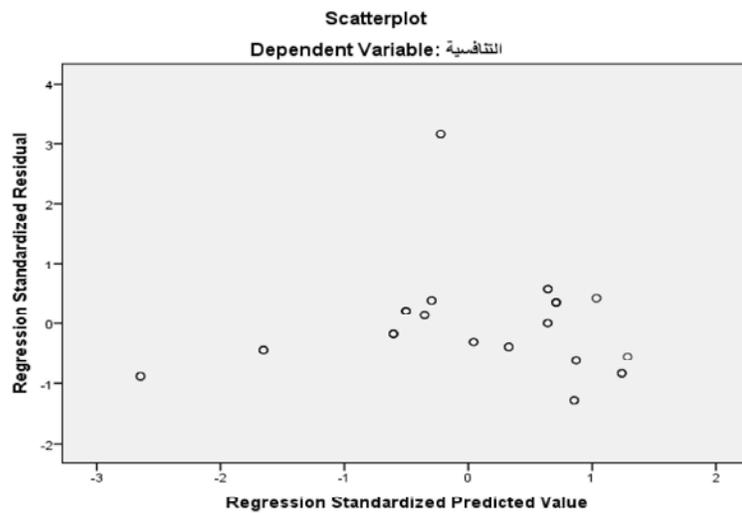


Fig. 9: The absence of a certain pattern of points is consistent with the linear requirement

There is positive correlation between the ability of kindergarten institutions to achieve competitive advantage in all its dimensions (efficiency, quality, renewal, responding to customer needs) and the perceived value of parents for achieving competitive advantage in all its dimensions (efficiency, quality, renewal, responding to customer needs) at a significant level (0.01).

Table 4: The correlation matrix between the ability of kindergarten institutions to achieve competitive advantage and the perceived value of parents to achieve competitive advantage

Variables	efficiency	quality	renewal	responding to customer needs	the ability of achieve competitive advantage	efficiency	quality	Renewal	responding to customer needs	the perceived value of parents for achieving competitive advantage
Efficiency	-									
Quality	.905**	--								
Renewal,	.905**	.744**	--							
Responding to customer needs	.807**	.803**	.732**	--						
the ability of achieve competitive advantage	.973**	.934**	.906**	.901**	--					
Efficiency	.778**	.749**	.778**	.548**	.768**	--				
Quality,	.656**	.551**	.784**	.371*	.632**	.859**	--			
Renewal,	.645**	.490**	.826**	.432**	.639**	.734**	.800**	--		
Responding to customer needs	.624**	.504**	.764**	.425*	.619**	.880**	.914**	.876**	--	
the perceived value of parents for achieving competitive advantage	.718**	.610**	.837**	.474**	.707**	.925**	.949**	.907**	.978**	.978**

**CONCLUSION**

The results confirmed that kindergarten institutions seeking competitive advantage should activate the basis of change management, leadership style, appropriate working environment for change, effective communication systems and effective training systems.

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