

The Impact of Organizational Rhetoric on Achieving the Competitive Advantage of Entrepreneurs

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Research interests: Research interests are mainly focused on the general and precise specialization, which is human resource management in general and with all that is related to the organizational aspects that help in the development of human resources.

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Abstract:

The study focused on the impact of organizational rhetoric on achieving the competitive advantage of entrepreneurs as the main point, in serious try to fill or reduce the cognitive gap to explain the natural relation between these variables by analyzing the relation between them, Two selected samples of entrepreneurs have been surveyed.

a resolution has been used as the main tool to collect the wanted data by distributing it by stratified random sampling method, the researcher distributed 183 resolutions to some companies' owners in Egypt, they were analyzed by some statistical tests by Statistical programs (SPSS V24).It was found that:

The need for organizations to adopt a continuous review of their mission, strategies, and implementation of their objectives in the short, medium, and long term.

- The need to review the organizational rhetoric methods as an active part of the society in which it operates by adopting the cultures and requirements of the society in those countries and formulating them clearly and through channels of communication and contemporary social and technological communication.

- The necessity of increasing the awareness of the employees' presidency of the importance of organizational rhetoric for the company.

Opening words: rhetoric, two heroes, image, reputation, reputation, two heroes, two heroes.

The first topic - the methodological framework and research method

المخلص

هدفت الدراسة الحالية بصورة رئيسة إلى إختبار أثر البلاغة التنظيمية على تحقيق الميزة التنافسية لدي رواد الأعمال ، وذلك كمحاولة جادة لردم أو تقليل الفجوة المعرفية في تفسير طبيعة العلاقة بين هذه المتغيرات عبر تحليل طبيعة العلاقات بينها من خلال إستطلاع آراء عينتين مختارتين من رواد الاعمال. لتحقيق هذا الهدف، فقد تم إستخدام الاستبانة بوصفها أداة رئيسة لجمع البيانات المطلوبة من خلال توزيعها بطريقة العينة العشوائية الطبقية، فقد وزع الباحث (١٨٣) استبانة على عددٍ من أصحاب الشركات في مصر ، تم تحليلها بإستخدام عددٍ من الإختبارات الإحصائية المتوافرة ضمن البرنامجين الإحصائيين SPSS V24 .

توصلت الدراسة بعد ذلك إلى مجموعة من النتائج الإحصائية تمثلت:

- ضرورة تبني المنظمات المراجعة المستمرة لرسالتها واستراتيجيات وتنفيذ أهدافها على المديات القصيرة والمتوسطة والبعيدة الأمد.
- ضرورة مراجعة أساليب البلاغة التنظيمية باعتبارها جزء فاعل في المجتمع الذي تعمل فيها من خلال تبني ثقافات ومتطلبات المجتمع في تلك الدول وصياغتها بوضوح وعبر قنوات الاتصال والتواصل الاجتماعي والتكنولوجي المعاصر.
- ضرورة زيادة اطلاع رئاسة الشركات العاملين بأهمية البلاغة التنظيمية للشركة.

الكلمات الافتتاحية: البلاغة التنظيمية، الصورة التنظيمية، السمعة التنظيمية، الهيئة التنظيمية، الميزة التنافسية.

Introduction

Rhetoric gives Practical advice about how to establish credibility, and how to build logical arguments to keep an effective connection with the target audience, this study directs attention to organizational rhetoric, as recent studies tried to focus on this variable Within the environment of organizations. Despite this attempt being promising, it faces a big challenge, as in the context of the administration's use of rhetoric, studies refer to that there is a group of axes at administrations studies Determine how rhetoric is used as an organizational explanation based on theoretical and practical perceptions as the material that maintains the organizational system, it expresses its image, reputation, and prestige by persuading the followers of organizational discourses.

(Ihlen:2013:249) pointed out rhetoric gives cognitive theory far away from the naïve reality to show how knowledge is generated and built socially by connection, and this helps administrators to understand the existed compilations when building the relations with stakeholders in the organization. In the same context, (Preda:2004:37) confirms that rhetoric is not considered marginal or a challenge facing organizations, but rather it is one of the tools for the production of knowledge. It is also broader than simply describing it as a tool to persuade the audience or something added to the content or the message being conveyed, or a simple rearrangement of facts so that they appear more convincing.

Competitive advantage today occupies great importance in administrative, economic, and commercial thought in light of economic and commercial globalization . The flow of capital across borders without restrictions, at present, made competition between companies at the local and global levels. A repeated scientific study to crystallize the elements, components, and strategies of creating competitive advantage, in the context of his criticism of the theory of comparative advantage in supporting the competitiveness of countries that prevailed before and centered around the abundance of natural resources and manpower. Business organizations live in environments characterized by rapid change and complexity and characterized by various phenomena such as globalization, unregulated markets, changing customer demands, increasing competition for the product and the market, in addition to the information and communication technology revolution and the

liberalization of global trade. The crystallization of this concept dates back to the sixties of the last century when Learned Anderwes emphasized the interest in the organization's internal analysis (strengths and weaknesses) and external analysis (opportunities and threats), and strength was referred to as an expression of competitive advantage. **Through the above, the researcher focuses on knowing the impact of organizational rhetoric on achieving the competitive advantage of entrepreneurs.**

Second: The previous studies:

➤ **Studies related to organizational rhetoric:**

Table (1) summary of the most prominent previous studies of organizational rhetoric

Study	Sillince & Suddaby (2008)
Study Title	Organizational Rhetoric: Bridging Management and Communication Scholarship
Study focus	The growing interdisciplinary focus of management scholars on access to rhetoric as a new way of understanding organizations
The main meaning	Bridging the gap between management and communication scholarship with a focus on organizational discourse
The variables investigated	Organizational rhetoric, management, and communication
Study strategy	theoretical study
The field of application of the study	-
The study sample	-
Statistical methods	-
main result	<ul style="list-style-type: none"> ∨-Encouraging effective cooperation between scholars. ∪-The interaction will usefully identify new areas of research and scholarship. ∩- Organizational rhetoric is a serious subject for theorizing rather than just another methodological tool.
Study	Green & Li (2011)
Study Title	Rhetorical Institutionalism: Language, Agency, and Structure in Institutional Theory
Study focus	Disseminate language approaches in general and rhetorical ideas to show how organizations work and empower them.
The main meaning	The study aimed to develop Alvesson's (1993) model. The decisive

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	role of rhetoric in building and working organizations in the light of rhetorical ambiguity.
The variables investigated	rhetorical organizations
Study strategy	theoretical study
The field of application of the study	-
The study sample	-
Statistical methods	-
main result	<p>١-Real and material conditions often constitute social action and human beings find themselves in a state of motion.</p> <p>٢-The institutional rhetorical perspective refers to the ability of agents to use symbols to change what we find meaningful.</p>
Study	Huang et al.(2013)
Study Title	Reconceptualizing Rhetorical Practices in Organizations: The Impact of Social Media on Internal Communications.
Study focus	The impact of social media on internal communications
The main meaning	Describe the effects of social media on existing and emerging flows of rhetorical practices in organizations
The variables investigated	Rhetorical practices and social media
Study strategy	Case Study
The field of application of the study	telecom industry
The study sample	Three multinational organizations in the telecom industry
Statistical methods	-
main result	Social media enables and facilitates the formation of organizational rhetorical practices through (1) add plurality of environments (2) increase access and richness in communications (3) enable simultaneous consumption and co-production of rhetorical content.

Studies related to competitive advantage:

Study)Meihami & Meihami, 2014:(
Study Title	: Knowledge Management a Way to Gain a Competitive Advantage In Firms (Evidence of Manufacturing Companies)
Study focus	Studying the relationship of knowledge management to achieving competitive advantages in industrial companies. To achieve the main

	objective of the study
The main meaning	This study aimed to study the relationship of knowledge management to achieve competitive advantages in industrial companies. To achieve the main objective of the study, a questionnaire was developed and sent to the managers of enterprises in the industrial zone
The variables investigated	Knowledge management, competitive advantage.
Study strategy	conceptual theory
The field of application of the study	professional organizations
The study sample	-
Statistical methods	-
main result	<p>The most important finding of the study is the existence of a statistical relationship between knowledge management and achieving competitive advantages. The results of the sub-hypotheses test using the Pearson coefficient showed the following:</p> <ul style="list-style-type: none"> • There is a significant relationship between knowledge management and customer satisfaction estimated at. (%$\sqrt{2}$)
Study	Awwad, Al Khattab & Anchor, 2013
Study Title	Competitive Priorities and Competitive Advantage in Jordanian Manufacturing.
Study focus	Explore and forecast the relationship between competitive priorities (quality, cost, flexibility, delivery) and competitive advantage
The main meaning	Competitive advantage in industrial sector companies
The variables investigated	Competitive advantage, competitive priorities
Study strategy	An Empirical Study
The field of application of the study	Industrial sector companies
The study sample	-
Statistical methods	-
main result	The impact of quality positively on creating a competitive advantage; Cost leadership strategy positively influences the creation of competitive advantage; Delivery positively affects the creation of competitive advantage; Flexibility has a positive impact on creating a competitive advantage. In addition to the impact of each of the competitive priorities on the other.
Study)Munizu, 2013(
Study Title	The impact of Total Quality Management Practices Towards Competitive Advantage and Organizational Performance: Case of

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	Fishery Industry in South Sulawesi Province of Indonesia.
Study focus	
The main meaning	Total Quality Management Practices on Competitive Advantage, and Organizational Performance in Small and Medium-Sized Fish Shop Enterprises, in the Province of South Sulawesi, Indonesia.
The variables investigated	Competitive advantage, organizational performance
Study strategy	
The field of application of the study	fish shop
The study sample	
Statistical methods	
main result	The application of total quality management practices can provide the organization with a competitive advantage on cost, reliability, innovation, and time to market. - Competitive advantage has a significant impact on organizational performance.
Study	Gaya et al., Jun 2013
Study Title	: Creating a Sustainable Competitive Advantage at a High Performing Firm In Kenya.
Study focus	Contribute to the development of a new outlook, which integrates the vision based on both the resources and activities of the company in creating a continuous competitive advantage
The main meaning	Develop a new outlook, which integrates the vision based on both the resources and the activities of the company in creating a continuous competitive advantage. Case study of a consistently high-performing company in the Kenya engine service industry.
The variables investigated	
Study strategy	New look, continuous competitive advantage
The field of application of the study	The engine service industry in Kenya
The study sample	
Statistical methods	
main result	The most important result of this study is that tangible resources must possess the characteristics of scarcity, value, inability to imitate, and irreplaceable, which create a continuous competitive advantage, and include: the latest modern showrooms, service workshops, financial resources, spare parts stores, and human resources.

Commenting on previous studies

1 - There was a consensus from the studies on the need to conduct more research on this subject and focus on its importance through bank employees.

2-Dynamic capabilities measurement procedures can be divided into four types,

Management evaluations, financial data such as sales, return on waves, and market share, past experiences of the organization such as profitability, sales volume, number of new projects, and the experiences of employees and managers.

3-the necessity of discrimination between dynamic capabilities and standard capabilities, and the difficulty of measuring the effect of dynamic capabilities on performance directly.

4-four stages of failure have been detected Sadness, despair, transformation, formation, and re-employment of the previous experiment at the new project, the study recommended choosing Presented theoretical models.

5-Arabian libraries therefore in urgent need of more studies that include Reciprocal relations and administrative creativity.

6-studies participated in putting vision for the research to know the dimensions used in the study.

The points of agreement and difference between the previous studies and the current study:This study agrees with previous studies as follows:

1-clarifying the concept and characteristics of dynamic capabilities and the importance of Practices related to employee satisfaction in the organization leads to increase the inner capabilities of employees.

2. Clarify the concept and characteristics of (organizational failures) and their importance for workers in organizations.

Third: The research problem:

According to researchers Hoffman & Ford (2009:7), organizational rhetoric presents the strategic use of symbols by organizations to

influence people's thoughts, feelings, and behaviors for its work consistency. Organizations face many employees directions they often have different and conflicting interests by modern communication, like internet, email, and work reports around the clock Almost all audiences have access to messages designed for them Hoffman & Ford,2009: 9), Given the enormous influence that organizations have in our daily lives and according to the opinion of (Deetz, 1992: 47), it is important to have a set of skills to segment the rhetorical messages of organizations into what those messages might be to conclude them. In light of contemporary challenges and the escalation of competition between business organizations to achieve excellence and distinction in the field of business, facing competition and maintaining the competitive advantage owned by any organization has become difficult to achieve day after day for many organizational and environmental reasons, such as (Azzam, Ghaith & Ayed, 2012: 2; Goksoy, Voyvay & Ergeneli, 2013: 204)

(The effects of globalization and unregulated markets, deregulation, increased local and global competition

The rapid change that organizations face today, the complexity of the work environment, the ever-changing needs of the customer, the liberalization of global trade, the information, and communication technology revolution),

Therefore, the researcher sees that the problem of the research is: **how far does organizational rhetoric affect achieving Competitive advantage at leading businesses?**

and this study comes to answer the next questions:

1. What is the level of applying the competitive advantage in the small companies of my entrepreneurship understudy?
2. What is the level of organizational adoption of rhetoric in the entrepreneur's understudy?
3. What is the level of organizational reputation of small enterprises?
4. What is the level of achieving organizational rhetoric in small projects?

Fourth - Research Objectives:

the research aims to achieve several goals:

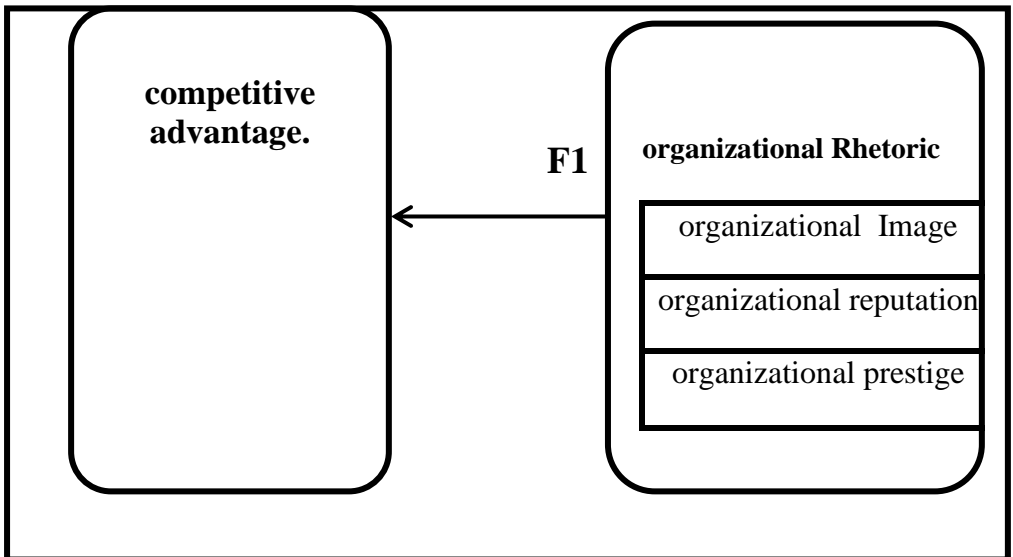
- 1- **Building an integrated theoretical framework that includes organizational rhetoric and competitive advantage.**
- 2- **Understand the concept of organizational rhetoric.**
- 3- **Reaching the concept and nature of a system for the ability to apply competitive advantage.**
- 4- **Coming up with results and recommendations in the field of the research topic.**

Fifthly - research hypotheses:

The main assumption:

- There is a statistically significant effect of the organizational image on achieving competitive advantage.
- there is a statistically significant effect of the organizational reputation on achieving competitive advantage.
- there is a statistically significant effect of organizational prestige on achieving competitive advantage.

Sixth- Research Variables Model:



Source: Prepared by the researcher.

Figure No (1)

Model the search variables

Seventh - Research community and sample:

The research community is formed by Entrepreneurs Of Successful Startups companies at The Egyptian Arabic Republic, according to static spread at (Forbes Middle East) magazine, menus of best startups companies in Egypt in 2020,2021, it appeared that the companies number is 180 at different fields.

These companies were evaluated based on the extent of their potential global and regional spread, the quality of their investors, as well as the amount of funding they received, as the minimum number of companies entering the final list, was having at least \$140,000 in funding.

The services sector dominated the list of startups, outperforming other sectors such as technology, employment, media, medicine, energy, education, e-commerce, real estate, and handicrafts.

Research sample:

Sample volume

The Sample volume was specified in two stages:

First stage: easuring the sample volume according to the next law:

$$n1 = \frac{2 * p * q}{d^2}$$

whereas:

N1 is the initial sample size

Z: the tabular value under the normal distribution curve is 1, 96

P: Percentage of the number of items in which the subject or characteristics of the research are available.

It can be assumed that:

P = 50% to get the largest sample size

Q= 1-p = 1- 50%

D is the permissible degree of error and is equal to 5%

By applicating this law:

$$n1 = \frac{(1.96)^2 * 50\% * 0\%}{(5\%)^2} = 38 \text{ single}$$

The second stage: calculating the study sample, according to the following law:

$$n2 = \frac{n1}{1 + \frac{n1}{N}}$$

$n2$ = the size of the study sample
 N = the size of the study population
 Applying to the research sample,

we find:

$$n2 = \frac{384}{1 + 350} = 183$$

The sample size referred to (183) was distributed to the companies under study.

Sample type:

The researcher relied on the method of the stratified random sample in distributing to entrepreneurs, due to the heterogeneity of the nature of the activity of each company.

sampling units:

Entrepreneurs are based on the executive management of these companies.

All survey forms were distributed from the entire sample, and the response rate was 96%.

Eighth: Research method and methodology:

The researcher depended on two ways in this research:

1. Theoretical study:

The descriptive-analytical method was followed by the researcher in this study which included looking for different references, searches,

literatures, and other shared and non-shared articles, messages, and periodicals in Arabic and other non-Arabic, for collecting scientific materials for the research.

2. field study:

the researcher collected data using a Survey list of sample vocabulary to know the effect of organizational rhetoric on achieving the competitive advantage for entrepreneurs, by survey form delivered to them.

Tenth: Methods of statistical processing of data:

The researcher depended on the statistical program (SPSS Version,20.0 for data) analysis using the next two statistical methods:

I. Descriptive Methods

II. Inferential Methods

The second topic: the theoretical side

First: organizational rhetoric:

Hartelius & Browning (2008:631) indicated that regulatory researchers who studied rhetoric described it as the disguised strategy as it is the most important procedures.in the same context, Sillince et al. (2012:3) pointed out that organizations included a professional workforce and based on knowledge, universities as an example as it has strategic goals and ambiguous directions so that it is hard to find regulatory action about the specific strategical goal, as different interest groups seek to achieve their own goals, taking into account the strategies of the organization at the macro level. Specialized Studies like Alvesson (1993:999) also showed that it is time to show rhetoric more simply and that by more simple ways away from mystery.

Hartelius & Brownin(2008:27) see that using administration researches in rhetoric depends on Institutional arrangement, which reflects the idea each organization has its culture and every organizational culture has its sensibility of arranging and logic, Language is what supports and responds to this system. When members dedicate organizational logic and unit strategic rhetoric will necessarily be present, the Enthymeme concept refers to the rhetorical interaction between the external environment represented

by the public - and the internal environment represented by managers and working individuals - which in turn depends on the organizational arrangement. In such interactions, rhetoric becomes a building based on a specific identity-based in turn on organizational membership were used by Management literature that tried to adopt the rhetorical approach.

Hartelius & Browning (2008:27) clarified in their research that identity represents a rhetorical construct Continuous dialogue and performance in a social context, language's turn is also important for understanding Individual identity and membership, because rhetoric solves the stress between them, to know this stress it is important to know when and how managers become rhetorical?

As pointed out by Wells et al. (1998:9) that there is a focus among decision-makers and senior management managers on the aspects of independence as the most important and represented in the freedom to employ working individuals. Specialized studies also indicate that there is not much consensus in organizations on certain aspects, but more information on this issue can help shape future discussions about how to give public organizations more autonomy while maintaining a supportive bureaucracy.

The main contribution of Alvesson (1993) is to present a concept of the organization as contained in the rhetoric, or the strategic use of language in the organizational life. He also referred to the central role of rhetoric in the specialized literature and organizations, as well as its importance in the work and success of organizations. Alvesson also emphasized that rhetoric is not outside the spirit of organizations, but rather is its essence as it adopts organizational theorizing.

In the same context Hoffman & Ford (2009:10) dedicated that in time Wichelns (1993) presented his theory in criticism, Literary critics were looking at

Linguistic choices and ideas in an out-of-context work, rhetoric critics had to special interest to factors like speaker goals, Configure the audience and context in addition to message analysis. By understanding this property shall help you in understanding Some of how organizational rhetoric differs from what is considered traditional discourse.

Green (2004:654) believes that rhetoric is the effective method used to persuade the public and reach reliable judgments or decisions to coordinate social action. As the rhetorical theory emphasizes that the perceptual constraints of social actors enable language to shape its means and goals through rhetoric, the researchers indicated that through the rhetorical perspective, managers can play an active role in the diffusion process because of what managers say and how they say it is important. This perspective re-imagines diffusion as a product of rhetoric, and thus rhetoric can influence the motivations of organizations to adopt innovations and shape the social structure through which these practices spread.

On the other side Hartelius & Browning, (2008:13) see that language and rhetoric are strongly connected concepts, even if weren't synonyms, as every language is somehow rhetoric, but non every rhetoric is language as referred at studies specialized in the rhetoric topic a variety of definitions to distinguish between complicated terminology like (Rhetoric, Discourse, Ideology) and other definitions are relatively agreed with them. Studies bias the definition of Discourse as a set of rules, understandings, and practices of how language shapes human activity. For example, running a fine-dining restaurant is a very complex human activity in which language plays an important role, and it is by participating in those rules and practices that what makes a restaurant constitutes discourse. Ideology also includes the conditions for the material and social reproduction of society based on well-established organizations represented by churches, schools, the media, and popular culture.

Moreover, instead of approaching rhetoric as a clever expression used only by the elites, the idea of contemporary rhetoric has expanded, as rhetoric has become a symbolic motive in which everyone from managers and working individuals participates alike, and accordingly, rhetoric permeates human interaction as long as the language is used, Thus, rhetoric is the persuasion that is available in some way to every human individual.

Sillince et al. (2012:31) added that the term rhetoric refers to a variety of practices represented by (rhetorical analysis, rhetorical theory, rhetorical vocabulary, and rhetorical performance) through a wide network to include all rhetorical vocabulary, which was included in management research, as The trend in management is not limited to using rhetorical theories to

analyze organizations, but also to analyze rhetorical practices within organizations using the traditional methods available to management. Thus, the administrative field includes the different meanings of the term rhetoric.

Second: Competitive Advantage:

Competitive Advantage term can be defined as anything that company does particularly well in comparison to its competitors. When a company can do something that other competitors can't, or own something every single competitor wants, that can shape competitive advantage (David, 2011: 9).

The concept of competitive advantage is one of the well-known concepts in the literature of strategic management. Among the definitions provided for this concept are the following :

Define competitive advantage (Barney, 2014: 206) as follows:

A firm is said to have a competitive advantage when it implements a value creation strategy that is not simultaneously applied by any of its current or potential competitors. "

A company is said to have a competitive advantage when it is able to create economic value more than its other competitors. And the economic value is simply the subtraction realizable value of a good and the total costs per unit. Thus, the amount of a firm's competitive advantage is the subtraction between generated value creation and the cost of good production compared to its direct competitors. If the economic value generated is greater than that of its competitors, the firm has a competitive advantage; But if it is equal to its competitors, we say about the company that it has a competitive par; If it is lower than the competitors, then the company has a competitive deficit (Rothaermel, 2008: 204).

Both (Nguyen, Neck & Nguyen, 2009: 6) consider that competitive advantage is the goal of the strategy. And they describe it as a unique location that the firm develops more than its competitors by its sources.

(Ansoff) Describe the competitive advantage with the characteristics of unique opportunities in the specific field of the product market and growth vector (Meihami & Meihami, 2012:87).

The initial definition of competitive advantage relies more on placing the organization at the top of the industry's location and having the strength of peaceful economies over competitors (Rahimli, 2012: 38).

A company can be said to have a competitive advantage over its competitors when its profitability is greater (greater) than the average profitability of all companies in its industry (Hills & Jones, 2012: 4).

From the point of view of (Baltzan & Phillips, 2010) competitive advantage can be defined as: "a good or service where the value to the organization's customers is higher than similar offers from its competitors" in other words; Own something useful (goods, services, capabilities) that competitors do not have (Xu & Quaddus, 2013: 27).

Borto (2004) considers it as an ongoing concept that includes Protecting resources for a longer period into the future (Gaya, Struwig & Smith, 2013: 2050).

(Barney, nd: 206-207) came closest to providing the following definition: "An enterprise is said to have a continuous competitive advantage when it implements a value-creation strategy that is not applied simultaneously by any of its current or potential competitors, and when these other companies are unable to mimic the advantages of this strategy." Barney added that continued competitive advantage does not mean that it "lives forever," because it will not be far from the efforts of other companies to imitate. Besides, unexpected changes in the economic structure of the industry can make what was a source of continuous competitive advantage no longer of value to the enterprise.

(Gaya, Struwig & Smith, 2013: 2050) see that competitive advantage is ongoing even if competitors give up plans to imitate competitors resources, or when imitate barriers are too high. When imitation business comes to an end without hampering the company's competitive advantage, or when it is not easy or cheap to imitate; The competitive strategy of the company can be said to be continuous.

Based on both the work of (Barney) and the definitions of each term in the dictionary, (1:Hoffman, 2000) presented the following conceptual definition of continuous competitive advantage: The protracted benefit of implementing some single value creation strategy that is not applied

simultaneously by any of the potential or current competitors, along with the inability to imitate the advantages of this strategy.

(Day & Wensley, 1988) focused on two demanded sources in competitive advantage creation: Superior skills and superior resources (Hoffman, 2000:1).

Whereas (Tushman & Nadler, 1986) asserted that organizations can achieve a competitive advantage only through effective management of today while continuously creating innovation for tomorrow (Urbancova, 2013: 82).

Other writers have expanded on the specific resources and skills that can contribute to continued competitive advantage. For example, (Barney, 1991) stated that not all of an organization's resources hold the potential for continuous competitive advantages; Instead, it must possess four qualities: rarity, value, imitable, and irreplaceable. In the same way; Hunt & Morgan (1995) suggested that potential resources can be more usefully categorized as: financial, physical, legal, human, organizational, informational, and relational. Prahalad & Hamel, 1990) suggested that companies combine their resources and skills into core competencies, defined in absolute terms as those that do well in relation to competitors. Therefore, companies must succeed in establishing a continuous competitive advantage by integrating skills and resources in unique and lasting ways. Incorporating resources into this method; Companies can focus on learning collectively how to coordinate all employee efforts to facilitate the growth of certain core skills (1-2: Hoffman, 2000).

(David, 2011: 9-10) added an opinion that the company can only maintain the competitive advantage for a certain period because the competing companies imitate and weaken this advantage, thus; It is simply not enough to gain a competitive advantage. and that the company must seek to obtain a continuous competitive advantage by: (i) adapting continuously to changes in trends, external events, capabilities, competencies, and internal resources; and by (ii) formulating, implementing, and effectively evaluating strategies to be funded based on these factors.

The third research: scientific side

The results of the field study of the organizational rhetoric variable discussion:

This session presents the discussion of the results of the study of the organizational study for entrepreneurs the place of study, which include next:

1. Organizational picture.
2. Organizational reputation.
3. Organizational prestige.

As next:

- A. Perform descriptive statistics for organizational rhetoric variable using the arithmetic means and standard deviations on the level of the vocabulary of the sample banks.
- B. Perform inferential statics to show the significance of the difference between the values of the arithmetic means using a one-way analysis of variance.
- C. Perform Toky's exam for multiple comparisons to specify the differentiation resource between entrepreneurs, this is in the case of significant differences between results.

a. Descriptive statistics

The next table No. () clarify measuring of awareness of sample vocabulary of the organizational rhetoric variable among entrepreneurs, using arithmetic means and standard deviations results.

Table No. (2)

Arithmetic means and standard deviations of the organizational rhetoric variable

According to the characteristics of the research sample

Standard deviation	Arithmetic mean	number	Statement	Variable
.47514	3.9737	30	less than 30	Organizational rhetoric
.52949	4.0043	61	30 – less than 40	
.52571	4.1388	44	40 – less than 50	
.46399	4.0409	27	50 – 59	
.53235	3.9555	13	60 and more	
.50842	4.0349	175	Total	
.58176	3.9664	72	Male	type
.44693	4.0828	103	Female	
.50842	4.0349	175	total	
.53681	3.8517	33	Less than 5	Period Experience
.49231	4.0732	41	5 – less than 10	
.49011	4.0729	39	10 – less than 15	
.52588	4.0954	32	15 – less than 20	
.49069	4.0702	30	20 and more	
.50842	4.0349	175	Total	
.59222	4.3216	9	PhD	Qualification
.46168	3.9449	21	Master	
.49639	4.0113	14	Postgraduate diploma	
.49829	4.0217	119	Bachelor’s degree	
.62856	4.1360	12	Qualified above average	
.50842	4.0349	175	Total	
.51792	4.0376	49	Service	Nature of activity
.55761	4.1247	19	Real estate	
.47234	4.1084	34	Technical	
.46857	3.9474	28	Industrial	
.58551	4.0550	22	Commerce	
.48711	3.9336	23	Literal	
.50842	4.0349	175	Total	

By analyzing the previous table we can see that:

- The arithmetic mean values for the characteristics of: age group (40 - less than 50) - females - period of experience (from 15 - less than 20) - doctorate degree - real estate activity exceed their counterparts in the corresponding characteristics for each of them.
- The standard deviations express the extent of homogeneity/dispersion in the responses of the study sample to the arithmetic circles, where homogeneity is located in the responses around the arithmetic mean of the age group (50-59) for other age groups, as well as in the female category for the male category, and the master's degree is about qualifications The other scientific, and the two categories of experience (10 - less than 15), (20 years and over) compared to the rest of the experience categories, and the responses about the arithmetic mean are also homogeneous for the vocabulary of the industrial activity sample compared to other activities.

b. Inferential statistics:

To know the previous significance of the results, a One-way analysis of variance was performed, the next table No. (3) present it's results.

Table No. (3)

One-way analysis of variance for the organizational rhetoric variable

indication	P	F calculated	Mean squares	Sum of squares	Freedom levels	Differentiate resource	Statement
Not moral	.594	.698	.182	.727	4	Between groups	Age
			.260	44.251	170	Within groups	
				44.978	174	total	
Not moral	.137	2.237	.574	.574	1	Between groups	Kind
			.257	44.404	173	Within groups	
				44.978	174	total	
Not moral	.256	1.344	.345	1.379	4	Between groups	Experience
			.256	43.600	170	Within groups	

indication	P	F calculated	Mean squares	Sum of squares	Freedom levels	Differentiate resource	Statement
				44.978	174	total	
Not moral	.395	1.027	.265	1.061	4	Between groups	qualification
			.258	43.917	170	Within groups	
				44.978	174	total	
Not moral	.693	.609	.159	.796	5	Between groups	Nature of the activity
			.261	44.182	169	Within groups	
				44.978	174	total	

By studying the One-way analysis of variance for the organizational rhetoric variable we notice that there are no substantial differences between the arithmetic mean values of the kind study’s characteristics, the differences are due only to the effect of chance.

The discussion of the field study’s results for competitive advantage variable:

This section presents the discussion of the results of the field study related to competitive advantage, as next:

A- Conducting descriptive statistics for the responses of the research sample vocabulary using arithmetic means and standard deviations according to the personal and functional characteristics of the sample items.

B - Conducting inferential statistics to show the significance of the differences between the values of the arithmetic means, using one-way analysis of variance.

C- Conducting a Tukey test for multiple comparisons to determine the source of differentiation among entrepreneurs for each of the personal and job characteristics, in case the results of the variance are significant.

a. Descriptive stats:

The next table No. (4) clarify the results of measuring the awareness of the sample vocabulary of the competitive advantage variable among entrepreneurs, using arithmetic means and standard deviations.

Table No. (4)

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DR . Karim Abdel Megid Mohamed

Arithmetic means and standard deviations of the competitive advantage variable

According to the characteristics of the research sample

Standard deviation	Arithmetic mean	number	Statement	variable	
.52339	4.0756	30	less than 30	age	
.52416	4.0546	61	30 – less than 40		
.51328	4.1697	44	40 – less than 50		
.50107	4.2321	27	59 – 50		
.57403	4.1897	13	60 and more		
.52009	4.1246	175	Total	Competitive advantage	
.56045	4.0583	72	Male		type
.48737	4.1709	103	Female		
.52009	4.1246	175	الاجمالي		
.54144	3.9394	33	Less than 5		Period Experience
.50636	4.1398	41	5 – less than 10		
.51873	4.1111	39	10 – less than 15		
.51944	4.2167	32	15 – less than 20		
.49506	4.2267	30	20 and more		
.52009	4.1246	175	Total	Qualification	
.68488	4.1278	9	PhD		
.51012	4.1053	21	Master		
.58845	4.1143	14	Postgraduate diploma		
.45781	4.1048	119	Bachelor's degree		
.44361	4.4370	12	Qualified above average		
.52009	4.1246	175	Total	Nature of activity	
.53740	4.1320	49	Service		
.52610	4.2035	19	Real estate		
.54215	4.0961	34	technical		
.48142	4.1333	28	industrial		
.55387	4.1667	22	commerce		
.49762	4.0348	23	Literal		
.52009	4.1246	175	Total		

Reading the data from the previous table, it becomes clear that:

The values of the arithmetic mean for the characteristics of: age group (50-59) - females - duration of experience (20 years and more) - above-average qualifications - real estate activity than their counterparts in the corresponding characteristics for each of them.

The standard deviation values express the extent of homogeneity/dispersion in the responses of the study sample items around the arithmetic circles, where the homogeneity is located in the responses around the arithmetic mean of the age group (50-59) for the other age groups, as well as in the female category for the male category, and above-average qualifications About other educational qualifications, and the experience category (5 - less than 10) from the rest of the experience categories, and the responses about the arithmetic mean are also homogeneous for the vocabulary of the industrial activity sample compared to other activities.

b- Inferential statistics:

To find out the significance of the previous results, a one-way analysis of variance was carried out table No. (5) shows its results.

Table No. (5)

One-way analysis of variance for the competitive advantage variable

Indication	P	F calculated	Mean of squares	Sum of squares	Freedom degree	Differentiate resource	statement
Not moral	.552	.760	.207	.827	4	Between groups	age
			.272	46.239	170	Within groups	
				47.067	174	total	
Not moral	.160	1.996	.537	.537	1	Between groups	type
			.269	46.530	173	Within groups	
				47.067	174	الكلية	
Not moral	.170	1.624	.433	1.732	4	Between groups	experience
			.267	45.334	170	Within	

Indication	P	F calculated	Mean of squares	Sum of squares	Freedom degree	Differentiate resource	statement
						groups	
				47.067	174	total	
Not moral	.490	.859	.233	.933	4	Between groups	qualification
			.271	46.134	170	Within groups	
				47.067	174	total	
Not moral	.928	.272	.075	.375	5	Between groups	nature of the activity
			.276	46.691	169	Within groups	
				47.067	174	total	

The components of the one-way analysis of variance model to determine the significance indicate that there are no fundamental differences between the values of the arithmetic means for the characteristics of the study sample, and that the differences are due only to the effect of chance.

Second: Hypothesis Testing:

The first main hypothesis

- **There is a statistically significant effect of removing organizational rhetoric on achieving competitive advantage.**

From this hypothesis the next sub-hypotheses are generated

- There is a statistically significant effect of the organizational image on achieving competitive advantage.
- There is a statistically significant effect of the organizational reputation on achieving competitive advantage.
- There is a statistically significant effect of the organizational prestige on achieving competitive advantage.

The first sub-hypothesis test:

The first sub-hypothesis test states as next:

- There is a statistically significant effect of the organizational image on achieving competitive advantage.

To test this hypothesis, the researcher performed a simple regression analysis, the results of which are shown in Table No. (6).

table number (6)

The results of a simple regression analysis of the organizational image on achieving competitive advantage

Statistical significant	P	T calculated	Standard error coefficient Beta	Standard error	Estimated value B	Land marks
moral	.000	8.742		.228	1.996	stator
moral	.000	8.161	.527	.054	.441	Organizational picture
Correlation coefficient) $R =$ (selection factor 0.527) $R^2 =$ (0.278 standard error for the model 0.42769 Test value) $F =$ (66.609 freedom degree (1)) = 173(level of significance = 000 function at 0,01						

The data in the previous table reflects the following:

- There is a significant effect of the organizational image as one of the organizational rhetoric skills on the competitive advantage.
- The correlation coefficient between the organizational image and the competitive advantage was 52.7%, which is a statistically significant result at the level of 0.01.

According to the coefficient of determination (R^2), the organizational picture explains 27% of the total change in the dependent variable represented in the competitive advantage, and the rest of the 73% is due to the value of the random error in the equation, or perhaps the lack of other independent variables in the regression model.

The calculated value of (F) was 66.609, which is a statistical function at a significant level of 0.01, and indicates the quality, validity and reliability of the model, and that the previous relationship model can be applied in predicting competitive advantage through the organizational image.

Based on this result, the first sub-hypothesis can be accepted and the null hypothesis is rejected.

The second sub-hypothesis test:

The second sub-hypothesis states the following:

- There is a statistically significant effect of organizational reputation on achieving competitive advantage.

To test this hypothesis, the researcher performed a simple regression analysis, the results of which are shown in Table No. (7).

table number (7)

The results of a simple regression analysis of organizational reputation on achieving competitive advantage

Statistical significant	P	T calculated	Standard error coefficient Beta	Standard error	Estimated value B	Land marks
moral	.000	11.098		.229	2.537	stator
moral	.000	5.770	.402	.059	.340	Organizational reputation

Correlation coefficient) R =(selection factor 0.402) $R^2 = (161 0.$
 standard error for the model 0.46093
 Test value) F = (33.294 freedom degree) = 1 · 173(level of significance = 000 function at 0,01

The data in the previous table refer to the following:

- There is a significant effect of organizational reputation as one of the dimensions of organizational rhetoric on competitive advantage.
- The correlation coefficient between organizational reputation and competitive advantage was 40.2%, which is a statistically significant result at the 0.01 level.

According to the coefficient of determination (R^2), organizational reputation explains 16.1% of the total change in the dependent variable represented in competitive advantage, and the remaining 83.9% is due to the value of the random error in the equation, or perhaps for not including other independent variables in the regression model, which is a percentage Weak, reflecting a simple moral effect for this skill.

The calculated value of (F) was 33.294, which is statistically significant at a level of significance of 0.01, and indicates the quality, validity and reliability of the model, and that the previous relationship model can be applied in predicting competitive advantage through organizational reputation.

Based on this result, the second sub-hypothesis can be accepted and the null hypothesis rejected.

The third sub-hypothesis test:

The third sub-hypothesis states the following:

There is a statistically significant effect of organizational prestige on achieving competitive advantage

To test this hypothesis, the researcher performed a simple regression analysis, the results of which are shown in Table No. (8).

Table Number (8)

The results of the regression analysis of organizational prestige on achieving competitive advantage

Statistical significant	P	T calculated	Standard error coefficient Beta	Standard error	Estimated value B	Land marks
moral	.000	11.474		.214	2.453	stator
moral	.000	6.576	.447	.052	.340	Organizational prestige

Correlation coefficient) R =(selection factor 0.447) $R^2 = (0.200$ standard error for the model 0.45020
 Test value) F = (43.244 freedom degree) = 1 · 173(level of significance = 000 function at 0,01

The data in the previous table shows the following:

There is a significant effect of organizational prestige as one of the dimensions of organizational rhetoric on competitive advantage.

The correlation coefficient between organizational prestige and competitive advantage reached 44.7%, which is a statistically significant result at the 0.01 level.

According to the coefficient of determination (R^2), the distinction of ideas explains 20% of the total change in the dependent variable represented in competitive advantage, and the remaining 80% is due to the value of the random error in the equation, or perhaps because other independent variables are not included in the regression model, which is the ratio of Weak, reflecting a slight significant effect of this competitive advantage.

- The calculated value of (F) was 43.244, which is a statistical function at a significant level of 0.01, and indicates the quality, validity and reliability of the model, and that the previous relationship model can be applied in predicting competitive advantage through organizational prestige. Based on this result, the third sub-hypothesis can be accepted and the null hypothesis is rejected.

The main hypothesis test:

The assignment states the following:

There is a statistically significant effect of removing organizational rhetoric on achieving competitive advantage.

To test the hypothesis, the researcher conducted a multiple gradient regression analysis to show the degrees and priorities of the impact of organizational rhetoric on competitive advantage with determining the significance of the effect, the results of which are presented in Table No. (9).

Table Number (9)

The results of a multi-graded regression analysis of the dimensions of organizational rhetoric on competitive advantage

Statistical significant	P	T calculated	Standard error coefficient Beta	Standard error	Estimated value B	Land marks
moral	.000	5.705		.250	1.426	stator
moral	.002	3.093	.286	.077	.239	Organizational picture
.not moral	.238	1.185	.090	.064	.076	Organizational reputation
moral	.000	4.097	.344	.072	.293	Organizational prestige
Correlation coefficient) R =(selection factor 0.607) $R^2 = (0.368$ standard error for the model 0.40363						
Test value) F = (24.756 freedom degree) = 4 · 170(level of significance = 000 function at 0,01						

The data in the previous table indicate the following results:

- There is a statistically significant effect of the organizational image and organizational prestige on the competitive advantage, although the degree of influence of each differed according to the calculated (T) values, where the order of the degrees of these two skills was as follows:

Organizational prestige 4.097

Organizational picture 3.093

- The dimension of organizational reputation did not appear to have any significant effect on competitive advantage, and this result coincides with the small value of the coefficient of determination for each of them, which was previously referred to in the simple regression analysis.

- The two skills that have a significant effect on competitive advantage (organizational prestige - organizational image) according to the coefficient of determination (R^2) explain 36.8% of the total change in the dependent variable represented in competitive advantage, and the remaining 63.2% is due to the random error in the equation, or perhaps because other independent variables were not included, they should have been included in the model.

So, in light of the results of the multiple gradient regression, it is possible to accept the first main hypothesis - in part - for organizational prestige, the organizational image, and reject the hypothesis for organizational reputation.

Fourth topic - recommendations:

1. Pay attention to companies' organizational reputation by improving the customer's given productions.
2. Consolidating the concept of organizational rhetoric in entrepreneurship so that they have the ability to communicate it to workers in companies.
3. The necessity of review organization at ongoing adopting to its message and strategies and achieving its goals on the long, mid and short run.
4. The necessity of reviewing the methods of organizational rhetoric as an active part of the society in which it operates by adopting the cultures and requirements of society in those countries and formulating them clearly and through channels of communication and contemporary social and technological communication.
5. The necessity of increasing introducing presidency of companies working the necessity of organizational rhetoric for the company.

6. Presidency of companies working must looking for to adopt the modern managing ways to keep up the updating and upgrade the production level of the company.
7. Working on the database of the company to keep it wide and easy to access, to take advantage of available information and knowledge and increasing the competitive advantage.
8. Saving the programs that have analyzing and mathematic capabilities to help the decisions taker on solving different problems.
9. Take care on giving complete freedom to its to generate new knowledge and ideas, to add them to its existing stock of knowledge and therefore harness it to strength its competition.

Study suggestions:

- 1- Knowing the impact of organizational rhetoric on workers in government sector companies.
- 2- The relationship between electronic management and the behavior of workers in organizations.
- 3- Conducting the same study between government and private companies.

Supplements

First: personal information

..... nature of the activity: The company:

Age:

- ٢٩ -٢٠
- ٣٩ -٣٠
- ٤٩ -٤٠
- ٥٩-٥٠
- ٦٠ and more

1. Sex

- Male
- Female

2. Experience

- 1 - less than 5
- 5 – less than 10
- 10 – less than 15
- 15 – less than 20
- 20 and more

3. Qualification

- PhD
- master
- Postgraduate Diploma
- University qualification
- Qualified above average.

Second: Organizing Rhetoric:

1-Organizational Image

	paragraphs	totally don't agree	Don't agree	Don't agree to some extent	neutral	Agree to some extent	agree	Totally agree
	Our company.....							
1	She has a good image in the eyes of others.							
2	Known as the best place to work.							
3	It has a prominent position in the business sector.							
4	She has a good standing among the staff.							

2- Organizational Reputation.

	paragraphs	totally don't agree	Don't agree	Don't agree to some extent	neutral	Agree to some extent	agree	Totally agree
	Our company.....							
1	It generates positive feelings among employees and society.							
2	It adopts voluntary practices towards its social responsibility.							
3	It is a good place to work in terms of infrastructure, good working environment and benefits for employees.							
4	It relies on ethics as a basic criterion for all its actions.							

3- Organizational Prestige:

	paragraphs	totally don't agree	Don't agree	Don't agree to some extent	neutral	Agree to some extent	agree	Totally agree
	Our company.....							
1	People in my community respect our company very much.							
2	A person who seeks to advance in his career or work in the company must be highly qualified.							
3	When governmental or private agencies make an announcement, the turnout will be on our company.							

Third: Competitive Advantage:

	paragraphs	totally don't agree	Don't agree	Don't agree to some extent	neutral	Agree to some extent	agree	Totally agree
1	Our organization adopts the concepts of continuous cost reduction to increase competitiveness.							
2	A person who seeks to HR expertise is taught and developed to improve task performance							
3	Easy access to information and knowledge reduces costs and increases competitive advantage.							
4	The institution adopts the concepts of continuous improvement of quality and competitiveness.							
5	The organization's management works to increase the time allotted to achieve quality requirements.							
6	The management of the organization focuses on understanding the requirements and needs of the customer to increase his satisfaction.							
7	Our organization avoids using costly items and resources in the performance of activities.							

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