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The Impact of Applying Corporate Governance on Achieving Competitive Advantage by Applying it to Egypt Air

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Abstract

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This study aims to identify the extent to which governance contributes to achieving competitive advantage at Egypt Air. This was made by distributing survey forms to a random sample (542) of managers and employees of Egypt Air. The study found that there is a deficiency in awareness among employees of Egypt Air about the concept of governance. Governance is also great important in raising the level of performance of airline companies and achieving competitive advantage. Which is considered the key to the success of business organizations, thus preserving the rights of stakeholders, enhancing trust in the organization, the ability to develop, increasing revenues, and developing the national economy. In light of these results, several recommendations were proposed, the most important of which is the need for Egypt Air to educate its employees about importance of corporate governance and its positive role in achieving competitive advantage, through implementing training courses to familiarize them with corporate governance and the necessity of implementing its rules and their effective impact in improving performance efficiency and strengthening customer confidence in the company.

Introduction

In the light of the political development that the world witnessed at the end of the twentieth century, great changes appeared in the work environment, accompanied by changes in various fields, which imposed on companies different challenges. it became clear that any company seeks to advance itself must gain a real competitive advantage that guarantees it a high competitiveness, based on the principles of governance in dealing with all parties related to the company, which supports the company's competitive position and works to preserve the lights Stakeholders and avoiding mismanagement, attempts at manipulation and corruption, as well as avoiding financial collapses, such as those that occurred in the 1990s in many countries such as Latin America, Asia, Europe and Russia(Alsonosi,2016).

It is evident from the above that the strong relationship between governance and competitive advantage. on the other hand, the competitive advantage is the key to the success of business organizations and basic requirement for that. the application of the governance rules must lead to the competitive advantages by enabling the company to better formulate its

goals and apply competitiveness more effectively. Otherwise, companies that do not keep pace with changing environmental requirements and build a competitive advantage are on the way to disappearing and a gradual exit from the market.

Egypt Air has been chosen for the application of the study to see the extent of the application of governance rules in it, in order to ensure the achievement of competitive advantage and thus increase the number of passengers on its airlines, increase revenues, and thus develop the national economy.

Study Importance

The importance of the study is due to the importance of applying the rules of governance and its impact on the performance of airlines and then achieving the competitive advantage, which is the key to the success of business organizations and a basic requirement for that, thus preserving the rights of stakeholders, enhancing confidence in the organization and the ability to develop, preventing financial and administrative corruption preserving revenues and the development of the national economy.

Study Problem

Despite the states tendencies towards adopting everything new in the field of management, technological advancement and global changes, Egypt Air still suffers from a real lack of awareness among employees of what governance is, its importance and the rules for its implementation. In addition, Egypt Air came out of the ranking of the 100 best airlines in the world and also came out of the list of the 10 best airlines in Arab and Africa companies, so it was necessary to do this research to find out the extent of corporate governance application in Egypt Air.

This was identified through a survey conducted by the researcher during February 2021 by asking some questions to 20 employees of Egypt Air and the questions were as follows:

- Do you have any idea about governance?
- What is the extent of implementation of governance in Egypt Air?
- Do you have a special department of governance to monitor its implementation?
- Is there an annual governance report issued by Egypt Air?

Study Objective

- To know the extent of the contribution of corporate governance on achieving competitive advantage in Egypt Air?

Study Hypotheses

H1. Disclosure/transparency positively affects competitive advantage.

H2. Accountability positively affects competitive advantage.

H3. Independence positively affects competitive advantage.

Literature Review

Corporate Governance Definition

According to OECD (Organization for Economic Co-operation and Development) : “Corporate governance is the system by which business corporations are directed and controlled. The corporate governance structure specifies the distribution of rights and

responsibilities among different participants in the corporation, such as, the board, managers, shareholders and other stakeholders, and spells out the rules and procedures for making decisions on corporate affairs. By doing this, it also provides the structure through which the company objectives are set, and the means of attaining those objectives and monitoring performance.” (Kardeniz et al.,2021,P18).

Impacts of Corporate Governance

According to **Nazar(2021) and Fondella (2021)** a good corporate governance system ensures that the management of a company considers the best interests of everyone, helps companies deliver long-term corporate success and economic growth, maintains the confidence of investors and as consequence companies raise capital efficiently and effectively, has a positive impact on the price of shares as it improves the trust in the market, improves control over management and information systems (such as security or risk management),gives guidance to the owners and managers about what are the goals strategy of the company, minimizes wastages, corruption, risks, and mismanagement, helps to create a

Advantages of Corporate Governance

According to **Edmans et al.(2014) and Todorovic (2013)** good corporate governance can turn a good company into a great one. The leaders in any industry are at the helm of their respective industries, mainly because of outstanding corporate governance practices.

- **Compliance with Laws:** With corporate governance in place, compliance with various laws is taken care of easily, as corporate governance includes the rules, regulations and policies that enable a business to stay compliant throughout and function without any hassle or legal inconveniences whatsoever.
- **Lesser Fines and Penalties:** Since the legal compliance aspect is taken care of credit to the corporate governance practices, companies are able to save a fortune on unnecessary fines and compliances and possibly redirect those funds towards business objectives to achieve greater heights.
- **Better Management:** Since there is a structure in place with regard to how the entity operates, its day-to-day functioning, managing the activities and achieving targets becomes a whole lot easier. The work atmosphere also takes care of itself under good principles of corporate governance fostering teamwork, unity, efficiency and a drive for success.
- **Reputation and Relationships:** Companies with good corporate governance are able to attract investors and external financiers with relative ease, going by their sterling reputation and brand image. One of the pillars of corporate governance is transparency, which is the practice of sharing key internal information with the stakeholders. This improves the relationship of the entity with its stakeholders and sows the seeds of trust between the company and society at large.
- **Lesser Conflicts and Frauds:** The rules instilled in the workplace encourage the employees to be morally conscious in every situation that they encounter, thus eliminating the possibility of fraud and conflict between employees.

Features of Corporate Governance

According to **Mohanty (2014) and Wang et al. (2011)** the features of corporate governance are listed below.

1. **Transparency:** This means that the Board of Directors must release all relevant information to the stakeholders. They must show all the necessary financial and

operational data to the stakeholders. They must not hide any important information or maintain any secrecy.

2. **Protection of Shareholders' Rights:** The Board of Directors must protect the rights of the stakeholders. They must protect all the stakeholders, especially the minority stakeholders.
3. **Accountability:** The CEO and the Board of Directors must be made accountable for their actions to the stakeholders and to the entire society.
4. **Based on Ethics:** Corporate governance is based on ethics, moral principles and values. So, the Board of directors must avoid unfair practices, cheating, exploitation, etc.
5. **Systematic:** Corporate governance is very systematic. It is based on laws, procedures, practices, rules, etc. All these laws are made to increase the wealth of the shareholders and to protect the rights of all the stakeholders of the company.

Dimensions of Corporate Governance

Disclosure and Transparency

Transparency means openness, a willingness by the company to provide clear information to shareholders and other stakeholders. For example, transparency refers to the openness and willingness to disclose financial performance figures which are truthful and accurate (**Shirwa et al., 2019**).

Disclosure of material matters concerning the organization's performance and activities should be timely and accurate to ensure that all investors have access to clear, factual information which accurately reflects the financial, social and environmental position of the organization. Organizations should clarify and make publicly known the roles and responsibilities of the board and management to provide shareholders with a level of accountability (**Brackett, 2021**).

Accountability

Yermack (2017) declared that Accountability Is a pre-requirement needed to achieve good and sustainable performance. Thus, the Company has to be managed well, measurable and in line with the Company's interests by always considering the interests of the shareholders and other stakeholders. The organs of the Company and staff have to strongly hold on to the business ethics and code of conduct in conducting its responsibility and business activity.

Independence

Independence is the extent to which mechanisms have been put in place to minimize or avoid potential conflicts of interest that may exist, such as dominance by a strong chief executive or large share owner. These mechanisms range from the composition of the board, to appointments to committees of the board, and external parties such as the auditors. The decisions made, and internal processes established, should be objective and not allow for undue influences (Al-Maghzom et al., 2016).

Field Study

Determining Sample Size and Main Data

Content Validity and Pre-test

A systematic questionnaire-based quantitative technique was used. To adapt the surveys to the Egyptian dialect spoken by the majority of participants, they were translated from English

into Arabic. The translated text was cross-checked against the original text by two bilingual Arabic-English proofreaders. As a result, survey testing was performed to make sure the items provided in the Google Form questionnaire were reliable and valid.

Five supervisors of master's and doctorate students at two of the Egyptian universities of tourism and hotels gave the researcher access to the WhatsApp accounts of Egypt Air personnel. As a result, only 33 of the 45 people asked to participate in the intended survey's pre-test were able to do so. These participants noted that all the items in the proposed constructs were simple to comprehend and clear in their meaning.

Gathering Main Data

Data were gathered from three waves of hard copy and online surveys between 11 March and 15 April 2023, using a purposive sampling approach. As a result, 700 surveys were sent to Egypt Air employees whether by filling out the form through Google form or by distributing a printed form in the company, and 594 completed cases were received. The final sample consisted of 542 valid instances for additional analysis since responses with missing values greater than the 10% cutoff were eliminated. The power index of the present sample exceeded 80%, as advised by Hair et al. (2021), to verify the appropriateness of the sample size. Thus, our sample size is adequate. Respondents' demographics are shown in Table 1.

Table 1. Respondent Profile (Main study).

Category	Frequency (n = 542)	%
<i>Gender</i>		
Male	326	60.1
Female	216	39.9
<i>Age-wise (years)</i>		
Less 30	209	38.6
30-39	147	27.1
40-49	133	24.5
50 above	53	9.8
<i>Qualification</i>		
M.Sc. / Ph.D.	9	1.7
Bachelor	48	8.9
High school	296	54.6
Diploma	179	33.0
Preparatory school	10	1.8
<i>Career experience (years)</i>		
> 3	171	31.5
3-6	67	12.4
7-9	211	38.9
≤ 10	93	17.2

Common Method Bias (CMB)

To lessen the likelihood that the primary data set would be exposed to the CMB issue, certain procedural remedies were used. During the pilot test, the substance of each variable specified in the questionnaire was condensed. The time-lag technique was used, and all responders were given the guarantee that their identities would be kept private and never revealed. The accuracy of procedural interventions to lessen the likelihood of bias was also lacking. As a result, using statistical methods is a vital method for examining respondent bias issues in the dataset (Cruz, 2022).

Bozionelos and Simmering (2022) asserted that the single-factor Harman test was unreliable for analyzing the CMB problem based on this justification. Hence, the technological adoption construct was used in the construct-correlation test. The results showed that it had no bearing on the existing variables and was not statistically significant. Hence, the dataset was unaffected by any CMB issues.

Analysis Technique

For many reasons, the partial least squares (PLS) method was employed. Initially, conceptual models are tested as the main objective of PLS (Shmueli et al., 2019). Second, the PLS method examines several regression equations and models (Sarstedt & Cheah, 2019). Fourth, PLS is a nonparametric statistical technique as opposed to CB-SEM, which is based on maximum likelihood (Cheah et al., 2019). Hence, the PLS-SEM operates with dataset that is not normality distributed.

Lastly, many indicators for each construct and calculated parameter influence the PLS-SEM sample size. As a result, numerous studies with large sample sizes (over 1000 cases) stood out (see Basco et al., 2022). Most academics should thus not be concerned with the maximum sample. Hence, data analysis was carried out using SmartPLS v. 4.4.

Results and Discussion

Purifying Scales

The final items were pre-screened using SPSS 26.0 data analysis. Several researchers used a step-by-step methodology to analysis data related to CGS and CAS purification (Boley & McGehee, 2014). The pilot research sample was submitted to exploratory factor analysis (EFA) (Otoo et al., 2021) to refine the measure. Kaiser-Meyer-Olkin (KMO) values > 0.60 , eigenvalues > 1.0 , and factor loadings > 0.70 were used as cutoff values (Hair et al. 2019).

The discovered variables were used to test internal consistency and reliability. Hence, 26 items related to corporate governance and 21 issues related to competitive advantage were deleted after many rounds of EFA. Hence, there were 26 items covering the five aspects of corporate governance and 25 items covering the seven dimensions of competitive advantage. Both Bartlett's test of sphericity (CGS scale: $\chi^2 = 15286.869$, $df = 1326$, $sig = .000$; CAS scale: $\chi^2 = 12507.018$, $df = 861$, $sig = .000$) and the KMO measure of sample adequacy (0.827/.895) show that the pilot data are adequate.

All factors were shown in Tables 2 and 3 to have eigenvalues greater than 1. Cronbach's alpha values above .070 indicate a high level of reliability (Hair et al., 2019). EFA led to label of 26 items linked to the five CGS scale dimensions (see Table 2) and 25 items connected to the seven CAS scale dimensions (see Table 3).

Table 2. EFA Results for Corporate Governance Construct.

Bartlett's test of sphericity		Chi-Square = 15286.869 , $df = 1326$, Sig = .000				
Items		Facto r 1	Facto r 2	Facto r 3	Facto r 4	Facto r 5
DCT1	Egypt Air administration announces its decisions and procedures to employees.	.065	.216	.704	-.027	-.063
DCT2	<i>Egypt Air administration informs all employees of the facts related to their work.</i>	.151	.161	.148	.002	-.044
DCT3	Egypt Air's work procedures are declared and documented.	-.057	.180	.839	.015	-.022

DCT4	<i>Data and information related to the performance of tasks in Egypt Air are easy to obtain.</i>	.149	.215	.024	.004	-.022
DCT5	<i>The work procedures in Egypt Air are clear and announced.</i>	.169	.266	-.134	.082	-.094
DCT6	<i>Egypt Air shall determine the necessary powers for employees to take decisions related to their work.</i>	.124	.259	-.015	.073	-.092
DCT7	<i>Egypt Air's management shall provide information in a fair and clear manner to all concerned parties in a timely manner and without delay.</i>	.130	.247	-.036	.121	-.122
DCT8	<i>Egypt Air's management provides false information sometimes to improve its image in front of the stakeholders.</i>	.120	.276	.268	.149	-.132
DCT9	<i>All employees of Egypt Air spend official working hours in the performance of their duties and functions.</i>	.113	.004	.287	-.098	-.050
DCT10	Egypt Air is clear in announcing its policies and objectives.	.135	.076	.743	-.125	-.009
DCT11	<i>Egypt Air is clear in publishing information about it so that it is available to all concerned parties.</i>	.020	.071	-.011	-.121	-.127
DCT12	<i>The standards for evaluating employee performance are declared, explained, and easily accessible.</i>	.089	.093	.301	-.085	-.107
DCT13	The criteria for promoting employees in Egypt Air are declared and clear.	.091	.139	.769	.012	.144
DCT14	<i>The veracity and completeness of the information that is provided to the parties to Egypt Air governance.</i>	.026	.156	.122	.004	.031
DCT15	Using information and communication technology to facilitate access to data.	.042	.257	.765	.026	.005
DCT16	<i>Egypt Air's management is keen to hold meetings with employees to inform them of any changes in the legislation governing their work.</i>	.016	.168	.086	.030	.063
DCT17	Egypt Air's policies, objectives and plans are consistent with the state's directives.	.056	.164	.801	-.008	.058
DCT18	On an annual basis, Egypt Air publishes a governance guide, including policies, revenues, accomplishment.	-.043	.290	.763	.076	.137
DCT19	<i>Egypt Air's management discloses to the owners and the public who deal with it and its employees once a year.</i>	.136	.223	.165	.012	.051
IND1	Egypt Air shall be held accountable by the state authorities.	-.090	.164	.246	.747	.038
IND2	Egypt Air has a culture of accountability.	-.067	.087	.132	.714	.060
IND3	Employees feel the existence of accountability from management for the decisions taken by them.	.140	.081	-.165	.764	.024
IND4	Employees feel that there is justice in their accountability.	.124	.046	-.080	.802	-.001
IND5	<i>There is a gradation in imposing punishment on violating employees, according to the type of</i>	.170	-.035	.022	.080	-.008

	<i>violation of the rules and the extent of its recur.</i>					
ACC1	<i>Egypt Air's management follows up the employees to evaluate their performance and ensure the proper functioning of the work.</i>	-.092	-.010	.277	.064	.270
ACC2	<i>Egypt Air's management is keen to inform those responsible for the negligent employees.</i>	-.112	.033	.074	.052	.308
ACC3	<i>The management of Egypt Air is committed to imposing a penalty on the defaulters without favoritism.</i>	-.160	-.135	.062	.014	.231
ACC4	The media is interested in highlighting the administrative shortcomings of Egypt Air.	-.126	-.054	.136	-.013	.750
ACC5	<i>Employees in Egypt Air feel the existence of social accountability for the work they do.</i>	-.110	-.053	.149	.042	.157
ACC6	<i>Egypt Air is working on updating instructions related to accountability according to work developments.</i>	-.059	.117	-.046	.347	-.055
ACC7	The media is viewed by the management of Egypt Air as a monitoring authority.	-.062	.157	-.088	.271	.842
ACC8	<i>There is internal accountability that takes place through people from within Egypt Air (i.e., chairman and CEO).</i>	-.014	.109	-.087	.196	-.041
ACC9	Officials provide stakeholders with clarification on how to use their powers and discharge their duties.	-.066	.151	-.023	.333	.767
ACC10	<i>Officials take into account the criticisms directed at them and correct the course.</i>	.071	-.078	.038	.200	-.024
ACC11	<i>Egypt Air's system is constantly monitored to identify its strengths/weaknesses to correct its path at any stage.</i>	-.040	-.120	.036	.129	-.010
ACC12	There is oversight of Egypt Air system to anticipate problems and solve them or reduce their effects.	.009	-.014	.085	.228	.814
ACC13	Clarity of the rules that employees must abide by, and the penalty for disregarding each of them.	.057	-.061	.063	.305	.734
ACC14	The employee is given complete freedom to present various and new ideas in the workplace in Egypt Air.	.032	-.067	.109	.199	.821
ACC15	<i>Employees have the authority and independence to accomplish the work entrusted to them.</i>	-.024	.018	-.111	.196	.089
ACC16	<i>The management of Egypt Air defines the concept and requirements for the independence and independence of board members of directors.</i>	-.033	.014	-.055	.225	.099
ACC17	<i>The management of Egypt Air is interested in enhancing independence in its various transactions.</i>	.064	-.034	-.037	.315	.127
ACC18	Independence is considered one of the most important pillars of governance in Egypt Air.	-.058	.006	.012	.268	.845
Cronbach alpha		.853	.880	.850	.859	.771
Sum of squares (Eigenvalue)		12.908				
% of variance explained		9.506				
<i>Note: italicized items were omitted.</i>						

Table 3. EFA Results for Competitive Advantage Construct.

Bartlett's test of sphericity		Chi-Square = 12507.018 , df = 861 , Sig = .000						
Items		Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7
COT1	Egypt Air has a good cost control system.	.764	-.002	.064	.124	-.090	.081	-.050
COT2	<i>Egypt Air searches for the most appropriate ways to reduce the time and costs of providing its services.</i>	.170	.061	-.015	.038	-.119	-.042	.002
COT3	Egypt Air uses the available resources rationally.	.802	-.037	.040	.027	-.149	-.022	-.005
COT4	Egypt Air works to provide services at a lower cost to customers.	.765	-.169	-.027	.200	-.188	-.159	.126
COT5	<i>The management of Egypt Air seeks to produce its services at the lowest cost to control its market share.</i>	.183	-.138	.030	.206	-.201	-.173	.160
COT6	<i>Egypt Air continuously supports research and development activities in order to provide services at a lower cost.</i>	.172	-.183	.005	.132	-.659	-.205	.209
COT7	Egypt Air provides services at prices that are compatible with the quality of those services.	.765	-.092	.082	.171	-.160	-.117	.095
QLT1	<i>The management of Egypt Air is keen to provide its services without many errors and with high quality.</i>	.339	.195	-.084	.032	-.004	.148	-.021
QLT2	Egypt Air adopts competitive strategies based on providing high quality services.	.377	.270	-.067	-.056	.040	.765	-.036
QLT3	The adoption of quality has become a motto for the interest of employees in Egypt Air.	.241	.246	.005	-.074	-.030	.744	-.092
QLT4	The senior management supports all initiatives to improve the image of its services.	.219	.286	-.012	-.089	-.019	.722	-.142
QLT5	<i>Compliance with international specifications and standards is the basic reference for the production of Egypt Air services.</i>	-.057	-.144	.113	.065	-.034	-.036	-.038
QLT6	<i>Egypt Air plays a strict control role on the quality of services provided to outperform competitors from other companies.</i>	-.162	-.070	.293	.005	.005	-.121	.061
Cronbach alpha		.781	.798	.825	.867	.793	.855	.788
Sum of squares (Eigenvalue)		11.009						
% of variance explained		5.082						
<i>Note: italicized items were omitted.</i>								

Measurement Model Assessment

Prior the statistical evaluation steps were followed, the measurement model was drawn according to the current study (see Figure 1). Thus, this study proposed the following hypotheses:

H1. Disclosure/transparency positively affects competitive advantage.

H2. Accountability positively affects competitive advantage.

H3. Independence positively affects competitive advantage.

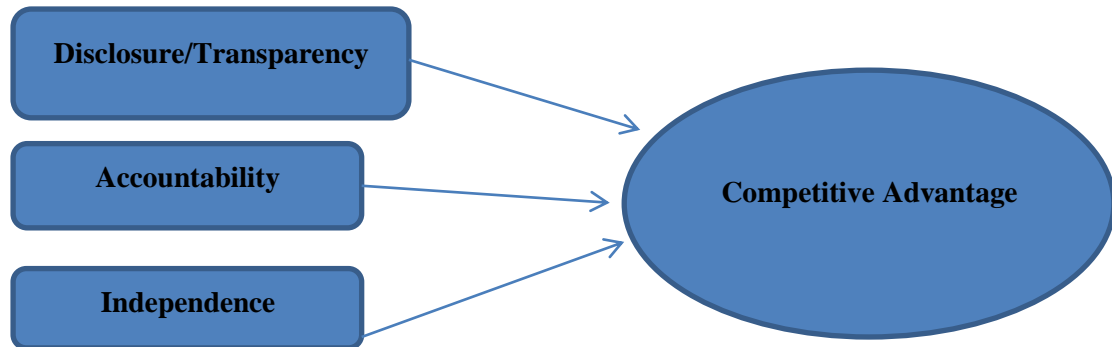


Figure1.: The Hypothesized Model

According to Hair et al. (2017), all item loadings were higher than .708, proving the measurement indicator's reliability. To test the convergent validity, three statistical tests were performed (Hair et al., 2019). All minimum CR and omega coefficient values surpassed the suggested threshold of .70 (Hair et al., 2019). Since omega coefficient can be used with multidimensional scales and produces more accurate findings, it is superior to Cronbach's alpha coefficient (Hair et al., 2021). Second, each construct's AVE values were greater than .50. Table 22 displays convergent validity ratings with the item loading values for each construct.

Table 4. Reliability and Validity.

Constructs	Indicators	Loadings	omega	CR	AVE	VIF	Mean	STD	Skewness
Disclosure/ Transparency	DCT10	.805	.772	.852	.590	1.013	4.81	1.621	-.359
	DCT13	.748				1.076	4.72	1.596	-.403
	DCT15	.910				1.009	4.56	1.747	-.294
	<i>DCT17</i>	.282				2.056	4.85	1.668	-.414
Independence	IND1	.873	.785	.820	.653	1.032	4.06	1.756	-.203
	<i>IND2</i>	.284				1.663	4.00	1.865	-.082
	IND3	.853				1.642	4.34	1.667	-.123
	IND4	.714				1.875	4.15	1.917	.023
Accountability	<i>ACC4</i>	.471	.830	.835	.676	1.704	4.34	1.681	-.434
	ACC7	.725				1.794	3.96	.842	-.882
	ACC9	.913				1.742	3.55	.938	-.491
	ACC13	.884				1.843	3.13	.966	-.236
Cost	COT1	.769	.721	.872	.631	1.836	3.18	.987	-.361
	COT3	.790				1.980	2.64	1.045	.375
	COT7	.812				1.646	2.75	1.139	.356
Quality	QLT2	.836	.793	.879	.707	2.028	4.90	1.454	-.485
	QLT3	.843				2.220	5.05	1.491	-.572
	QLT4	.843				2.280	5.06	1.496	-.567

Note: italicized items were omitted.

Finally, the discriminant validity was assessed using the HTMT ratio (Henseler et al., 2015). The measuring constructs have strong discriminant validity, as demonstrated in Table 23. Employee age, gender, and experience were among the demographic factors that were included in this study to investigate how they affected competitive advantage as an outcome variable (see Table 5). Furthermore, findings found that the model is suitable for conducting the structural assessment (see Table 23): SRMR =.052; NFI =.943; d_ULS =.722; d_G =.378 (Hair et al., 2020). Lastly, the final items and constructs are shown in Appendix A.

Table 5. Discriminant Validity (HTMT) for all Constructs.

Constructs	1	2	3	4	5	6	7	8	9	10
Employee Age										
Employee Experience	.130									
Employee Gender	.310	.147								
Employee Qualification	.033	-.013	-.048							
Accountability	.020	.125	.133	.001						
Disclosure/Transparency	-.073	.021	-.096	-.025	.205					
Independence	-.055	.006	-.046	.012	.043	.072				
Competitive Advantage	.078	.020	.076	.171	.427	.345	.319	.521	.452	
Model fit	SRMR =.052; NFI =.943; d_ULS =.722; d_G =.378									

Structural Model Assessment

The f^2 results support Khalilzadeh and Tasci's (2017) assertion that these values ranged between medium and large effect sizes. Besides, the Q^2 value of competitive advantage was .369 (see Table 24), indicating that endogenous components could predict competitive advantage with reasonable accuracy (Hair et al., 2019). Finally, the variance in competitive advantage was indicated by the R^2 value of 46.5%, which may be explained. As a result, this paper's structural model has strong predictive ability.

Findings

- There is a lack of awareness among Egypt Air employees of the concept of governance, its dimensions and rules, as governance cannot be applied correctly without the presence of human competencies who are aware of the nature of governance and the importance of its application and dimensions.
- The level of transparency and disclosure in Egypt Air is high, but it is not complete, as the study found that Egypt Air does not issue a governance guide on an annual basis that includes the company's policies, its revenues, the development and failure that occurred in it, its achievements, the company's recruitment policies, and the social care it carries out. Members of the Board of Directors and their salaries And the incentives and rewards they receive.
- The level of application of independence and accountability as dimensions of governance in Egypt Air is high.
- The level of application of quality as one of the dimensions of competitive advantage in Egypt Air is very high.
- The level of application of cost as one of the dimensions of competitive advantage in Egypt Air is high, but it is not completed, as this study has found that there is a shortage in seeking to provide services at a cost less than competitors.

Recommendations

Recommendations Addressed to the Board of Directors of Egypt Air

- It is necessary for Egypt Air to educate its employees about the importance of corporate governance and its positive role in achieving competitive advantage as well as preserving the rights of stakeholders, through implementing training courses to familiarize them with corporate governance and the necessity of implementing its rules and their effective impact in improving performance efficiency and customer confidence in the company.
- Work on holding training programs for employees in the field of governance, in terms of training them on how to benefit from the dimensions of governance that enable employees to enhance and develop their abilities to exploit available resources at the lowest costs to achieve the agreed cost advantage, reaching the stage of distinguished performance, transparency and quality in Egypt Air.
- Holding training programs for employees in the field of competitive advantage and training them on how to achieve its dimensions of cost, quality and excellence to obtain the largest share Vulgarity.
- Benefiting from the experiences of distinguished and advanced airline companies in applying corporate governance, such as Emirates Airlines and Etihad Airways.

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أثر تطبيق حوكمة الشركات في تحقيق الميزة التنافسية بالتطبيق على مصر للطيران

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المخلص	معلومات المقالة
<p>تهدف هذه الدراسة إلى التعرف على مدى مساهمة الحوكمة في تحقيق الميزة التنافسية بشركة مصر للطيران، وقد توصلت الدراسة إلى وجود قصور في الوعي لدى العاملين بشركة مصر للطيران بمفهوم الحوكمة، كما أن للحوكمة أهمية كبيرة في رفع مستوى أداء شركات الطيران ومن ثم تحقيق الميزة التنافسية التي تعتبر مفتاح نجاح منظمات الأعمال وبالتالي حفظ حقوق أصحاب المصلحة وتعزيز الثقة في المنظمة والقدرة على التطوير وزيادة الإيرادات وتنمية الاقتصاد الوطني، وفي ضوء هذه النتائج تم اقتراح عدة توصيات أهمها ضرورة قيام شركة مصر للطيران بتوعية العاملين فيها بأهمية الحوكمة المؤسسية، ودورها الإيجابي في تحقيق الميزة التنافسية، وذلك من خلال تنفيذ دورات تدريبية لتعريفهم بحوكمة الشركات و ضرورة تنفيذ قواعدها وأثرها الفعال في تحسين كفاءة الأداء و تدعيم ثقة العملاء في الشركة.</p>	<p>الكلمات المفتاحية الحوكمة؛ الميزة التنافسية؛ مصر للطيران.</p> <p>(JAAUTH) المجلد ٢٥، العدد ١، (٢٠٢٣)، ص ٢٧٨-٢٩١.</p>