

A Proposed Vision for Achieving Competitive Advantage for Urban Development Programs and Sustainable Humanity Through Charities

Dr. Ahmed Almogbel

Associate Professor, Imam Mohammad Ibn Saud Islamic University (IMSIU), Saudia Arabia.

Abstracts

The main objective of this study is to formulate a proposed vision to achieve competitive advantage for sustainable urban and human development programs in charitable societies, by determining the reality of competitive advantage, identifying the difficulties facing achieving competitive advantage for sustainable urban and human development programs in charitable societies, and identifying the most important proposals to achieve competitive advantage for those. Programs, and this study belongs to the style of analytical descriptive studies, as the study population is members of charitable societies working in the field of sustainable human urban development in the Riyadh region. The study sample consisted of (65) members, who were selected using a simple random sampling method, and these societies were identified in (the Association Al-Nahda, Al-Wafa Women's Charitable Society, Al-Ghat Charitable Society, Dharma Charitable Society). The results of the study confirmed that the reality of the competitive advantage of sustainable urban and human development programs in charitable organizations may be represented in: providing the highest possible quality, relying on modern technology in its design, touching reality and spreading the needs of the population, focusing on social innovation in its design, providing it at the lowest possible cost, Community residents participate in its design, community residents participate in its evaluation, and the difficulties facing achieving competitive advantage for sustainable urban and human development programs in charitable organizations have been represented in: the small number of specialized experts in the association, weak resources and technological capabilities, and a weak culture of teamwork among the association's employees. The weak confidence of the community residents in those in charge of the association, the weakness of the enablers of institutional excellence in the association, and that the proposals to achieve a competitive advantage for sustainable urban and human development programs in charitable societies were represented in: overcoming the organizational conflict between the employees of the association, developing the enablers of institutional excellence in the association, developing resources and capabilities. Technology, developing the comprehensive quality system in managing the association, relying on strategic planning in the association, increasing the confidence of community residents in those in charge of the association.

Keywords: proposed vision, competitive advantage, sustainable urban and human development programs, charitable societies.

Introduction

Competitive advantage has a set of characteristics, such as that it is built on difference and not on similarity, and that it is established in the long term, as it concerns future opportunities, and is usually geographically concentrated. In order for the competitive advantage in charitable organizations to be effective, it is based on conditions such that they are decisive, that is, they give precedence. Superiority over the competitor, continuity, meaning it can continue over time, and defensibility, meaning it is difficult for the competitor to imitate or cancel. (Draghi, 2010)

Together, these conditions guarantee the effectiveness of the competitive advantage, because each condition depends on the other, as the condition of decisiveness is linked to the condition of continuity, and the latter is linked to the condition of the possibility of defence, so how can it continue when it is fragile and can be cancelled, and how can it be decisive when it did not last long.

There is no doubt that charities competing to do good may be considered a positive and important matter, as this works to improve the general life of people through the opportunity to benefit from many things, but it is natural and necessary for this competition to take place in a correct and sound manner so as not to weaken goodness. submitted by these associations.

These associations compete by improving and developing the services they provide to the poor, and the exchange of many experiences between charitable associations aims to achieve great goals. Associations must stay away from negative competition among themselves and strive to provide charitable work in a positive and correct manner.

The study problem:

Competitive advantage is the added value on which organizations build their strategy, distinguishing them from others, and it is the difference that makes the difference. Rather, strategy is defined as (competitive advantage). Because the purpose of developing a strategy is to achieve progress over competitors in a specific field, at a specific time, and any institution that chooses strategic planning as a method of planning must think seriously about the issue of competition.

In the world of profit-making organizations, the concept of competitive advantage is clearly evident, and companies realize that customers do not buy their goods if there are similar goods. Unless there is an advantage: either in price, availability, quality, after-sales services, brand, or anything else, its main concern remains thinking about strategic positions that guarantee it continued superiority over competitors, in the short and long term. (Bouchnaf, 2001)

And be patient with that, and spend a lot for it. Knowing that failure in this requires delay, or exiting the competitive game altogether, and the concepts of creating competitive advantage are becoming more and more precise in our charitable institutions, as you almost see most of them as identical copies, in terms of the level of programs and projects they provide, the level of quality of providing these programs, and the way of dealing with the beneficiaries. And the professional level of its workers. (Al-Arif, 2002)

Just as profit-making organizations compete for two parties: suppliers and customers, and design their operations to attract the largest possible number of customers, and to keep their brand present with every customer, and target fixed suppliers who deal with them with a good degree of facilities, so charitable organizations compete for two important parties: (Al-Rashidi, 2019)

1 - Direct beneficiaries: These are the groups that benefit from the charitable organization's service and receive its direct support.

2 - Donors: These are the donor groups that benefit from the organization in delivering its support to the beneficiaries.

Charitable organizations are considered effective mediators between donors and direct beneficiaries. It receives support from the donor to deliver it to specific beneficiaries.

Charitable organizations must be active in a competitive environment in order to stand out and outperform their competitors within the sector of activity, and they can only do so by possessing an element or elements that distinguish them from them. The concept of competitive advantage is considered a real revolution in the field of business administration because it helps the organization achieve distinction and continuous superiority over its competitors, such as attracting a larger number of customers. Through this study, we will discuss the concept of competitive advantage and the goals that the organization achieves through it, as well as its determinants. We also explained how the organization maintains a continuous competitive advantage through the use of several techniques. (Draghi, 2010)

Competitive advantages appear in multiple manifestations, including the following: (Al-Arif, 2002)

1. The highest quality of goods and services provided by one organization over another.
2. Quick response to customer desires, and short time spent on production cycles and product development projects.
3. Ensure that customers are provided with services, before selling, in the form of information, guidance, and assistance that allow them to determine their desires and choose the best alternatives.
4. Facilitating access to goods and shaping what the customer wants in the least time and minimum effort.
5. After-sales services such as: free or low-cost repair and maintenance work, facilitating obtaining spare parts at all times, accepting refunds for purchases without suffering, and other services that save customers time and effort.
6. Competitive advantages also include flexible, highly efficient forms of organization and easy work systems that rely on information and communication technologies.
7. Establishing alliance relationships with suppliers, which makes it easier for it to obtain its needs from them in ways that are more flexible, fast, efficient, and less expensive than what is possible for its competitors, such as: relationships based on the (just-in-time production) method.

Whereas the current era is characterized by the emergence of the concept of competitiveness as a basic fact that determines the success or failure of institutions to an unprecedented degree, and from here the institution is in a position that requires it to work hard and continuously to gain competitive advantages in order to improve its position in the markets or even just maintain it in the face of the pressures of current and potential competitors, In addition to the importance of planning sustainable urban and human development programs for charitable organizations in the Kingdom of Saudi Arabia, and trying to create a positive competitive environment among those associations that contributes to the development and quality of their programs, we must try to design a proposed vision to achieve a competitive advantage for sustainable urban and human development programs in charitable organizations, It may benefit officials of these associations in developing their sustainable urban and human programs.

Based on the above, the main issue of the current study is united in the following question:

What is the proposed scenario for achieving competitive advantage for sustainable urban and human development programs in charitable organizations?

Importance of studying:

(1) Theoretical scientific importance:

1. The current era is characterized by the emergence of the concept of competitiveness as a basic fact that determines the success or failure of institutions to an unprecedented degree. Hence, the institution is in a position that requires it to work hard and continuously to gain competitive advantages in order to improve its position in the markets or even just maintain it in the face of pressures from current and potential competitors.

2. The importance of planning sustainable urban and human development programs for charitable organizations in the Kingdom of Saudi Arabia, and trying to create a positive competitive environment among those associations that contributes to the development and quality of their programs.

(2) Applied practical importance:

1. The current study may be useful in building a proposed vision to achieve competitive advantage for sustainable urban and human development programs in charitable societies, which will benefit those responsible for those societies in developing their services and improving their quality.

2. Charitable societies face intense and intense competition in light of the current global changes, which prompts us to ask about the reasons for the increased intensity of competition, and about the modern trends that societies seek to implement with the aim of confronting this intense competition and its effects, so that we can benefit those in charge of these societies in an applied manner in developing Its services.

Objectives of the study:

The main objective of this study is to formulate a proposed vision to achieve competitive advantage for sustainable urban and human development programs in charitable societies. This main objective can be achieved through the following sub-objectives:

1. Determining the reality of the competitive advantage of sustainable urban and human development programs in charitable organizations.
2. Identifying the difficulties facing achieving competitive advantage for sustainable urban and human development programs in charitable organizations.
3. Identifying the most important proposals to achieve competitive advantage for sustainable urban and human development programs in charitable organizations.

Study questions:

The main question of this study is: What is the proposed vision for achieving competitive advantage for charitable organizations' sustainable urban and human development programs? This main question can be answered through the following sub-questions:

1. What is the reality of the competitive advantage of sustainable urban and human development programs in charitable organizations?
2. What are the difficulties facing achieving competitive advantage for sustainable urban and human development programs in charitable organizations?
3. What are the most important proposals to achieve competitive advantage for charitable organizations' sustainable urban and human development programs?

Concepts of the study:

(1) The concept of competitive advantage:

Competitive advantage arises as soon as the organization discovers new methods that are more effective than those used by competitors, as it is able to embody this discovery in the field, in other words, by simply creating a process of innovation in its broad sense. (Bouchnaf, 2001)

Competitive advantage is defined as an advantage or element of superiority for an organization that is achieved if it follows a specific strategy to compete. (Al-Rashidi, 2019)

Competitive advantage is defined procedurally in the current study as:

Charitable associations working in the field of sustainable urban and human development in the Riyadh region have discovered new methods that are more effective than those used by other associations, as they are able to embody this discovery in the field, in other words by simply creating a process of creativity in its broad sense.

(2) The concept of sustainable urban and human development programs:

Urban development is a process directed at humans as the active element in community development. Urban development aims to raise the income level of individuals through economic projects. (Al-Nashwan, 2017)

Urban development is a voluntary process directed towards improving the level of the urban environment to ensure a safe life for humans. It is also the process through which intended social changes are brought about in humans, thus acquiring capabilities and changing habits and behavior in a way that helps solve the problems they encounter so that they are able to bring about changes in the environment in which they live. (Abu Bakr, 2003)

Urban development is a broad development that addresses all social, economic and health sectors and aspects. When reviewing the foundations adopted by the theoretical trends of the concept of urban development, we notice the extent of the shortcomings in the view of urban development in light of any of the previous trends separately. (Al-Arif, 2002)

Sustainable urban and human development programs are defined procedurally in the current study as:

A group of plans and projects that are implemented in the social, economic, and health sectors and aspects of all the city of Riyadh, within the framework of a competitive advantage through which these charities try to achieve the maximum possible benefit for customers, and attract the largest possible number of donors and financiers to the budgets of those charities.

Previous studies and the theoretical framework of the study:

Previous studies:

The results of the 2010 Draghi study confirmed that the current era is characterized by the emergence of the concept of competitiveness as a basic fact that determines the success or failure of institutions to an unprecedented degree. Hence, the institution has become in a position that requires it to work hard and continuously to gain competitive advantages in order to improve its position in the markets or even just maintain it in the face of pressures. Current and potential competitors.

The Hassan 2012 study also aimed to identify the axes and indicators of the competitive advantage of charitable institutions. The results of the study confirmed that support flows to the charitable organization from donors, and reaches the direct beneficiaries in the form of programs and projects through the organization by following up on its employees, and harnessing its capabilities for that.

This makes the volume of support coming from the donor go, part of it in what is called "administrative expenses," and this deficiency is compensated in an intangible form, which appears in the form of value received by the beneficiaries. This is a differentiating point in the competition of charitable institutions for donors: which institutions consume less administrative expenses in order to produce Higher value to the beneficiary?

Al-Salman's 2014 study showed that business organizations currently operate within an environment that contains many forces that are characterized by complexity and overlap, as well as rapid change and instability, which has caused an increase in the challenge facing these organizations, especially with regard to their ability to achieve competitive advantages, which

has led them to adopt an approach Strategic management of its internal resources and business environment together.

Strategic planning combines future thinking, objective analysis, and self-evaluation of the organization's goals and priorities in a way that ensures its long-term consistency and effectiveness. Strategic planning is part of strategic management and is an organized effort to make decisions and take fundamental actions that will shape and direct the organization's entity for a long period of time by formulating the organization's direction. Translating this trend into specific goals, strategies, and activities through which organizations seek to achieve their competitive advantage.

Because business organizations achieving a competitive advantage is no longer an option or a luxury in light of the fierce local and global competition created by the trend of market liberalization and globalization and the tools associated with them that have deepened the competitiveness of companies, which led to business organizations moving to apply the concept of strategic planning as one of the determinants of achieving Competitive advantages through strategy that allow the organization to achieve a match between the external environment and internal capabilities.

Al-Nashwan study 2017 also showed that the five-year development plans that began in the Kingdom of Saudi Arabia in 1390 AH focused on urban development and its application in a way that supports economic development and improves the standard of living of the population, especially urban development and agricultural development, which took up a large part of the development plans in the Kingdom, except These plans looked at urban development from a purely economic perspective, and did not establish at the beginning of their programs, systems, and laws that they enacted, which supports the concept of sustainable development that contributes to reducing environmental degradation when applied, even though this urban development - urban and agricultural - is in an area The study was carried out in most urban centers within valley streams. Due to the abundance of water and the presence of fertile soil, manifestations of environmental deterioration began to appear rapidly in these centers that were built on valley streams, which made the state realize the gravity of this danger that threatens the environment in the urban centers that were built on valley streams. Especially the study area.

Al-Rashidi's 2019 study aimed to highlight the complementary view between the approaches to competitive advantage and its strategies, and to identify the most important approaches to competitive advantage for the educational institution. The research relied on the descriptive approach. The research was divided into the first element addressing what competitive advantage is and its importance. The second element presented the entrances to competitive advantage, and included the external entrance, the internal entrance, and the scope of the value chain. The third element explained the educational institution's competitive advantage strategies, and included the cost leadership strategy, the excellence strategy, and the focus strategy. The research concluded by referring to the fourth element: integration between approaches to competitive advantage and its strategies.

Among them is improving the performance of employees inside and outside the organization in order to maintain its reputation and support its societal standing, forming a new intellectual

framework to deal efficiently with the changing reality, and meeting the needs of all employees in its various units with a balance between the organization's goals and the goals of universality under the organization's slogan for all and by all.

Nasser's 2019 study aimed to identify the most prominent approaches to sustainable planning for urban land uses, and the strategies developed within these approaches to achieve sustainable development. The research started from the problem of a knowledge gap in adopting sustainable approaches and strategies when planning urban land uses for the holy city of Karbala. Extracting several strategies to be applied in the practical aspect by conducting a questionnaire for specialists working within the study area. To demonstrate the extent of application of the selected strategies in the process of planning, designing and implementing urban land uses in the holy city of Karbala (study area). One of the most important conclusions reached by the research is that there is a significant weakness in adopting sustainable strategies when planning, designing and implementing urban land uses in the holy city of Karbala. The research recommended the need to adopt sustainable approaches and strategies when planning urban land uses for the city to achieve sustainable development.

The Kazem 2019 study also confirmed that achieving sustainable development is real efforts to keep pace with the progressive process in the world, in purposeful and broad work to achieve a future image of Iraq that is prosperous in the areas of life. Achieving the goals of sustainable development requires the presence of active and participating youth to confront the challenges that have struck Iraqis, but they have not left the dreams of aspiration for sustainable development that aims to increase the options available to people, while ensuring that the freedoms of future generations are not infringed. This has made most emerging societies seek to reduce the area of fragility suffered by young people and expand the circle of intervention for empowerment to enhance opportunities for sustainability and equity, help them obtain decent job opportunities, build confidence, and enhance social capital to ensure the sustainability of development roles.

Comment on previous studies:

We will comment on the previous studies reviewed through three main points:

1. Areas of agreement between the current study and previous studies:

The current study agreed with previous studies in dealing with the issue of (competitive advantage in charitable organizations).

2. Differences between the current study and previous studies:

The current study differed from previous studies in its treatment of a research issue that had not been addressed before (within the limits of the researchers' readings), which is (a proposed vision for achieving competitive advantage for sustainable urban and human development programs in charitable organizations).

3. Benefits from previous studies:

The current study benefited from previous studies in the following:

- Formulating the problem of the study and its theoretical and applied importance.
- Formulating the study's objectives, questions, and theoretical and procedural concepts.
- Formulating the methodological procedures for the study and how to benefit from its outcomes.
- Building tools for collecting data, analyzing and discussing the results of the study.

The theoretical framework of the study:

Indicators for judging the quality of competitive advantage:

The quality of competitive advantage is determined by three main factors: (Bouchnaf, 2001)

1. Source of advantage: According to this criterion, competitive advantage is divided into two main types:

- Competitive advantages of lower rank, such as lower cost of both labor and raw materials.
- It is relatively easy to imitate by competing organizations.
- High-ranking competitive advantages such as: technology, product excellence and uniqueness in presenting it, good reputation, strong brand, close relationships with customers and a wealth of specialized knowledge.

2. The number of sources of advantage that the organization possesses: The organization's reliance on a single competitive advantage makes it easy to imitate or overcome by competitors, such as its reliance, for example, on the low cost of raw materials, as competitors can find sources of supply that are cheaper than what the organization has, and thus it can gain a competitive advantage. Its advantage is superior, while it is difficult to imitate when its sources are multiple, such as the organization's reliance on the low cost of raw materials, in addition to distinguishing the product by adding new functions to it, and providing after-sales services...etc.

3. The degree of improvement, development, and continuous renewal of the advantage: Organizations must seek to create new advantages quickly, before competitors imitate their current competitive advantage, and they must create new advantages of a high order, such as gaining pivotal competencies and reaching customer satisfaction. (Draghi, 2010)

What is competitiveness in charitable societies: (Al-Rashidi, 2019)

In light of a highly competitive environment, the contemporary organization seeks to gain a competitive advantage over other charities operating in the same activity, by adding value to the client and achieving excellence by exploiting its various capabilities and resources. Therefore, it was necessary to address the concept of competitiveness, the challenges and the reasons that led to its inevitability and how to gain a competitive advantage under it.

Challenges that led to the inevitability of competitiveness:

These challenges are: (Al-Arif, 2002)

1. Dealing in an open market, which does not provide the protection and support that organizations used to enjoy before the era of globalization and competition.

2. The necessity of getting rid of stereotypical and traditional work methods that are no longer compatible with the dynamics of markets and competitive pressures, and shifting to flexible methods that keep pace with market changes and compete with competitors.
3. The necessity of liberation from the captivity of past experience and self-sufficiency, and the importance of moving into the future and anticipating competition by developing goods, services, and performance methods in an effort to gain the trust and loyalty of customers.
4. Paying attention to research and development and investing in the intellectual and creative energies of human resources is one of the most important pillars of contemporary organizations in their competitive operations.
5. Starting in all the organization's operations and directions from a conscious reading and correct understanding of the market situation, customers' desires, and the practices of current and potential competitors, working to close the opportunities for these competitors, and searching for mechanisms and formulas that allow excellence over them and precede them to customers.
6. The importance of developing and investing in the organization's competitive capabilities, which is everything that distinguishes it from competitors from the point of view of current and emerging customers.

In addition to: (Al-Rashidi, 2019)

1. Work control due to increased production capacities resulting from massive technological development, increased competition, and the spread of recessions or economic stagnation, which increases the intensity of competition between organizations to obtain customers, and attempt to maintain them, to ensure the survival of the organization. The information technology revolution and the emergence of the Internet have contributed to transforming Local customer to global customer.
2. Scarcity and opportunity cost, as all organizations aim to achieve a balance between satisfying customer needs and the rational use of relatively limited resources "scarcity of various factors of production." The concept of scarcity is linked to what is known as opportunity cost, i.e. developing the use of a resource compared to the value of using the alternative available to it.

Reasons for competitiveness:

There are many reasons why competitiveness has become the main pillar in the contemporary business system, most of which represent the results of globalization and the movement of changes, including: (Draghi, 2010)

1. The magnitude and multiplicity of opportunities in the global market after the markets opened up to the international trade liberalization movement as a result of the General Agreement on Tariffs and Trade and the World Trade Organization.
2. The abundance of information about global markets and the relative ease in following up on changes resulting from information and communications technologies, the development of market research methods, and the relative transparency with which modern organizations deal

with information related to the market and other information that is indicative of their competitive positions.

3. Ease of communication and exchange of information between different organizations, and between units and branches of one organization, thanks to the Internet, modern communication mechanisms, and renewable information applications.

4. The flow of research results and technical developments, and the acceleration of creativity and innovation processes thanks to huge investments in research and development processes and the result of alliances with major organizations in this field.

5. With the increase in production capacities, the rise in quality levels, and the relative ease of entry of new competitors into market-intensive industries, the market has turned into a buyers' market in which the real power is concentrated to satisfy their desires at the lowest cost and with the easiest terms. Thus, competitiveness becomes the only means of dealing in the market by working to acquire Developing competitive capabilities. (Charles, 2010)

Types, objectives, features and results of competitiveness.

Competitiveness has several types, goals, and advantages, including: (Al-Rashidi, 2019)

(1) Types and objectives of competitiveness.

There are several types of competition, whether in terms of subject matter or according to time, and there are several goals specific to them:

Types of competitiveness: Competitiveness is classified into two types:

1. Competitiveness by topic: It includes product competitiveness and organization competitiveness:

a. Product competitiveness: Product competitiveness is considered a necessary condition for an organization's competitiveness, but it is not sufficient and often depends on the cost price as the sole criterion for evaluating the competitiveness of a particular product. This is misleading considering that there are other criteria that may be more significant, such as quality and after-sales services.

B. The competitiveness of the organization: The competitiveness of the organization is considered more comprehensive, and it is evaluated through the margins of all products on the one hand, and the total burdens that we find among them: infrastructure costs, general expenses, research and development expenses, and financial expenses. Hence, the organization is required to provide value to its customers, and this can only be done If you achieve additional values at all levels.

2. Competitiveness according to time: It is represented by noticeable competitiveness and competitiveness:

a. Observed competitiveness: This competitiveness depends on the positive results achieved during an accounting cycle. However, we should not be optimistic about these results because

they may result from a passing opportunity in the market or from circumstances that put the organization in a monopolistic position.

B. Competitiveness: Competitiveness is based on a set of criteria: location in the market, flexibility, knowledge of how to work, quality, services, production costs, return on invested capital,

As the latter have interconnected relationships, each standard is considered necessary because it demonstrates an aspect of competitive ability, and the organization remains steadfast in a turbulent environment, but it is not sufficient alone, and competitive ability is based on future opportunities with a long-term view through several cycles of exploitation.

2. Objectives of competitiveness: There are several objectives of competitiveness, including:

a. Achieving a high degree of efficiency means that the organization achieves its activity or work at the lowest possible level of costs, and in light of the permitted technological development, competitiveness contributes to the survival of the most efficient organizations.

B. Continuous development and improvement of performance by focusing on achieving technological innovations and innovations, the cost of which is relatively high, but which are difficult to imitate by competing organizations.

C. Obtaining a beneficial pattern of profits, as the organization with the highest efficiency and most development can maximize its profits. Profits are the organization's reward for its excellence and superiority in its performance.

(2) Advantages and results of competitiveness: Competitiveness has several advantages and results, including: (Draghi, 2010)

1. Competitive features: Competitiveness is characterized by the following characteristics:

a. Shifting from comparative advantage to competitive advantage.

B. The rapid geographical spread of the phenomenon of boom and bust.

C. Shifting from local competition to global competition.

Dr.. The expansion of strategic alliances.

2. Results of competitiveness: Competitiveness has several results, including:

a. Developing products and reducing overall costs and prices.

B. Increasing the organization's market share and improving its competitive position.

C. Improving the profitability of the organization through increased sales and decreased capital payback period.

Methodological procedures for the study:

(1) Type of study and method used: This study belongs to the type of analytical descriptive studies that aim to formulate a proposed vision to achieve competitive advantage for sustainable

urban and human development programs in charitable organizations. In order to achieve this goal, the sample social survey approach was followed, which is the most appropriate approach to the topic.

(2) Study population and sample: The study population consisted of members of charitable organizations working in the field of sustainable human urban development in the Riyadh region. The study sample consisted of (65) members, who were selected using a simple random sampling method.

These associations were identified as (Al-Nahda Association, Al-Wafa Women's Charitable Association, Al-Ghat Charitable Association, and Dharma Charitable Association), and these charities are classified as follows: (National Center for Non-Profit Sector Development, 2024 AD)

- Organization type: civil society association.
- Supervisory body: Ministry of Human Resources and Social Development.
- Qualitative classification: development and population.
- The first subcategory: social, economic and community development.

(3) Data collection tools: A questionnaire directed to members of charitable societies working in the field of sustainable urban and human development in the Riyadh region, to study the competitive advantage of sustainable urban and human development programs in charitable societies. According to the methodology of the study and to achieve its objectives, a questionnaire was designed, the first section of which consisted of demographic data and included: (Gender, employer, educational level, nature of work in the association, number of years of experience).

The second section consists of the questionnaire's axes, distributed as follows:

1. The reality of the competitive advantage of sustainable urban and human development programs in charitable organizations. (11) phrase.
2. Difficulties facing achieving competitive advantage for sustainable urban and human development programs in charitable organizations. (10) Phrases.
3. The most important proposals to achieve competitive advantage for sustainable urban and human development programs in charitable organizations. (11) phrase.

The total number of questionnaire statements was (32) statements, and the items of the study tool were distributed on a graded scale according to the three-point Likert categories as follows: agree (3) degrees, sometimes (2) degrees, disagree (one degree).

To interpret the arithmetic averages of the study sample members' ratings on each item of the scale, the following statistical standard was used, shown in the following table:

Table 1 illustrates the level of questionnaire responses according to the arithmetic means.

Arithmetic Mean Range	Response Level
1 to less than 1.67	Weak

1.67 to less than 2.32	Moderate
2.32 to less than 3	High

Validity of the study tool: Validity means: the questionnaire’s inclusion of all the elements that must be included in the analysis - on the one hand - and the clarity of its paragraphs and vocabulary - on the other hand - so that it is understandable to everyone who uses it. The researchers verified the validity of the study tool by:

The apparent validity of the study tool: The researchers presented the study tool, after completing it, to a number of (5) specialized arbitrators in the field of sociology and social service, at Imam Muhammad bin Saud Islamic University in Riyadh, to ensure the validity of its statements and construction. The individuals arbitrating the questionnaire varied in their specializations and degrees. Scientific analysis from faculty members, in order to ensure the appropriateness of the statements and their connection to the topic, and after reviewing and taking into account the comments and suggestions of the refereeing professors, the two researchers modified, deleted, and added, until the tool was built in its final form.

Internal consistency validity of the study tool: After confirming the apparent validity of the study tool, the researchers applied it in the field to a survey sample, and after collecting the questionnaires, the researchers used the Statistical Package for the Social Sciences (SPSS) program, and then they used the Pearson correlation coefficient to calculate the correlation coefficient between the degree Each paragraph of the questionnaire corresponds to the total score of the axis to which the paragraph belongs, and the results came: The values of the correlation coefficient of the paragraphs of the axes of the study tool with the total score of the axis to which it belongs are statistically significant at a significance level (0.01) for all paragraphs of the axes.

Table 2 shows Pearson's correlation coefficients for the questionnaire statements

Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient
1	0.76**	9	0.80**	17	0.22*	25	0.16*
2	0.09*	10	0.56**	18	0.77**	26	0.45**
3	0.75**	11	0.33**	19	0.69**	27	0.39**
4	0.57**	12	0.70**	20	0.67**	28	0.78**
5	0.80**	13	0.66**	21	0.77**	29	0.56**
6	0.11*	14	0.90**	22	0.80**	30	0.67**
7	0.49**	15	0.77**	23	0.72**	31	0.93**
8	0.64**	16	0.84**	24	0.19*	32	0.10*

It is clear from the results of the previous table that all questionnaire phrases are linked to the total score of the questionnaire with positive, statistically significant correlations at the level of (0.01), which means that all questionnaire phrases have a high degree of validity. This gives an indication of high internal consistency coefficients, and also indicates high validity indicators. , sufficient to be trusted in the current research application.

The correlation coefficient of each statement with the total score of the questionnaire:

Table 3 shows the construct validity for the statements (correlation of statement scores with the total score)

Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient
1	0.66**	9	0.75**	17	0.32**	25	0.26*
2	0.69**	10	0.46**	18	0.07**	26	0.55**
3	0.55**	11	0.73**	19	0.39**	27	0.69**
4	0.67**	12	0.60**	20	0.87**	28	0.18*
5	0.70**	13	0.76**	21	0.57**	29	0.66**
6	0.71**	14	0.80**	22	0.60**	30	0.77**
7	0.59**	15	0.57**	23	0.82**	31	0.83**
8	0.74**	16	0.64**	24	0.89**	32	0.91**

It is clear from the results of the previous table that all statements are significant at the level of (0.01), as the correlation coefficients for the paragraphs ranged between (0.18-0.91). This gives an indication of high internal consistency coefficients, and also indicates high and sufficient validity indicators. It can be trusted in applying the current study instrument.

Reliability of the tool: An experimental sample was taken and the study questionnaire was distributed to them. The Cronbach alpha equation was calculated on the study sample, in order to determine the internal consistency reliability coefficient between the study items and the tool as a whole.

Table 4 shows the value of the reliability coefficient (Cronbach's alpha) for the tool as a whole

No.	Dimension	Number of Statements	Cronbach's Alpha Value
1	Reality of the competitive advantage of sustainable urban and human development programs in charitable associations	11	0.79
2	Difficulties facing achieving the competitive advantage of sustainable urban and human development programs in charitable associations	10	0.82
3	Key proposals to achieve the competitive advantage of sustainable urban and human development programs in charitable associations	11	0.80
The tool as a whole	32	0.80	

(4) Lines of the study:

1. Objective limits: A proposed vision for achieving competitive advantage for sustainable urban and human development programs in charitable organizations.
2. Human Frontiers: Members of charitable societies working in the field of sustainable human urban development in the Riyadh region.
3. Spatial boundaries: the city of Riyadh, the Kingdom of Saudi Arabia.
4. Time limits: The year 1445 AH/2024 AD.

(5) Statistical methods used:

The Statistical Package for the Social Sciences (SPSS) program was used to analyze the study data, by using the following statistical methods:

- 1. Calculating the Cronbach Alpha equation for the purposes of verifying the stability of the study tool.
- 2. Pearson correlation coefficient to measure the validity of internal consistency.
- 3. Frequencies, standard deviations, and arithmetic averages to rank the sample answers according to importance.

Discussion and Interpretation of Study Results

(1) Results Related to Primary Data of the Study Population:

Table 5: Distribution of Study Sample by Gender

Gender	N	%
Male	45	69.2%
Female	20	30.8%
Total	65	100%

The results from the table show that the study sample distribution by gender is 69.2% male and 30.8% female. This may be explained by the nature of work in some charitable organizations, particularly those involved in urban development, which may require more effort from men than from women.

Table 6: Distribution of Study Sample by Workplace

Workplace	N	%
Al-Nahda Association	18	27.7%
Al-Wafaa Charitable Women's Association	14	21.5%
Al-Ghat Charitable Association	17	26.2%
Charity Association in Dhurma	16	24.6%
Total	65	100%

The results from the table indicate that the study sample distribution by workplace is as follows: Al-Nahda Association at 27.7%, Al-Ghat Charitable Association at 26.2%, Charity Association in Dhurma at 24.6%, and Al-Wafaa Charitable Women's Association at 21.5%. The number of workers from charitable organizations involved in sustainable human urban development in the Riyadh region is distributed fairly evenly among the four associations.

Table 7: Distribution of Study Sample by Educational Level

Educational Level	N	%
Intermediate	5	7.7%
Bachelor's	59	90.8%
Master's	1	1.5%
Doctorate	-	-
Total	65	100%

The results from the table show that the study sample distribution by educational level is: Bachelor's degree at 90.8%, Intermediate level at 7.7%, and Master's degree at 1.5%. This suggests that the majority of the study sample hold higher qualifications, which are necessary for managing, planning, implementing, and evaluating the diverse programs and activities of these associations.

Table 8: Distribution of Study Sample by Nature of Work in the Association

Nature of Work	N	%
Board Member	44	67.7%
Social Worker	9	13.8%
Department Manager	4	6.2%
Section Head	8	12.3%
Total	65	100%

The results from the table show that the study sample distribution by nature of work in the association is: Board Members at 67.7%, Social Workers at 13.8%, Section Heads at 12.3%, and Department Managers at 6.2%. This indicates the researchers' focus on including administrative and professional leaders in urban development associations, represented by board members, department managers, section heads, and social workers.

Table 9: Distribution of Study Sample by Years of Experience in the Field

Years of Experience	N	%
Less than 5 years	15	23.1%
5 to less than 10 years	22	33.8%
10 to less than 15 years	7	10.8%
15 to less than 20 years	13	20.0%
20 years or more	8	13.3%
Total	65	100%

The results from the table show that the study sample distribution by years of experience in the field is: 5 to less than 10 years at 33.8%, less than 5 years at 23.1%, 15 to less than 20 years at 20.0%, 20 years or more at 13.3%, and 10 to less than 15 years at 10.8%. This indicates that these associations rely on workers with varying levels of experience, combining young employees with those possessing significant experience in the nonprofit and developmental fields.

(2) Results Related to Answering the Study Questions:

Answer to the First Question: What is the reality of the competitive advantage of sustainable urban and human development programs in charitable organizations?

Table 10: Reality of the Competitive Advantage of Sustainable Urban and Human Development Programs in Charitable Organizations

Statement	Agree	Sometimes	Disagree	Mean	SD	Rank
They touch reality and meet residents' needs.	61	3	1	2.92	0.86	3
They are provided with the highest possible quality.	63	1	1	2.95	0.87	1
They rely on modern technology in their design.	63	1	1	2.95	0.84	2
They are marketed socially in a professional manner.	54	9	2	2.80	0.82	10
They are derived from successful local experiences.	55	6	4	2.78	0.82	11
Community residents participate in their design.	57	6	2	2.85	0.85	6
They rely on modern strategies.	57	5	3	2.83	0.84	9
They focus on social innovation in their design.	57	7	1	2.86	0.85	4
They meet future residents' needs.	55	9	1	2.83	0.83	8
They are provided at the lowest possible cost.	57	7	1	2.86	0.82	5
Community residents participate in their evaluation.	57	6	2	2.85	0.89	7

The table shows that the reality of the competitive advantage of sustainable urban and human development programs in charitable organizations is ranked as follows:

- 1. Provided with the highest possible quality (mean = 2.95, SD = 0.87).
- 2. Rely on modern technology in their design (mean = 2.95, SD = 0.84).
- 3. Touch reality and meet residents' needs (mean = 2.92, SD = 0.86).
- 4. Focus on social innovation in their design (mean = 2.86, SD = 0.85).
- 5. Provided at the lowest possible cost (mean = 2.86, SD = 0.82).
- 6. Community residents participate in their design (mean = 2.85, SD = 0.85).
- 7. Community residents participate in their evaluation (mean = 2.85, SD = 0.89).
- 8. Meet future residents' needs (mean = 2.83, SD = 0.83).
- 9. Rely on modern strategies (mean = 2.83, SD = 0.84).
- 10. Marketed socially in a professional manner (mean = 2.80, SD = 0.82).
- 11. Derived from successful local experiences (mean = 2.78, SD = 0.82).

The competitive advantage of sustainable urban and human development programs in charitable organizations is represented by: providing the highest possible quality, relying on modern technology in their design, touching reality and meeting residents' needs, focusing on social innovation in their design, being provided at the lowest possible cost, involving community residents in their design and evaluation, meeting future residents' needs, relying on modern strategies, being marketed socially in a professional manner, and being derived from successful local experiences.

Answer to the Second Question: What are the difficulties facing the achievement of the competitive advantage of sustainable urban and human development programs in charitable organizations?

Table 11: Difficulties Facing the Achievement of the Competitive Advantage of Sustainable Urban and Human Development Programs in Charitable Organizations

Statement	Agree	Sometimes	Disagree	Mean	SD	Rank
Weak resources and technological capabilities.	59	4	2	2.88	0.85	2
Weak community trust in the association's leaders.	58	6	1	2.87	0.83	4
Weak culture of teamwork among the association's staff.	59	4	2	2.88	0.84	3
Frequent changes in the association's management.	57	6	2	2.85	0.87	7
Weak staff capabilities in modern technologies.	59	4	2	2.88	0.88	1
Weak information systems supporting decision-making.	57	6	2	2.85	0.89	6
Lack of continuous training for staff.	57	5	3	2.85	0.88	5

The table shows that the difficulties facing the achievement of the competitive advantage of sustainable urban and human development programs in charitable organizations are ranked as follows:

1. Weak staff capabilities in modern technologies (mean = 2.88, SD = 0.88).
2. Weak resources and technological capabilities (mean = 2.88, SD = 0.85).
3. Weak culture of teamwork among the association's staff (mean = 2.88, SD = 0.84).
4. Weak community trust in the association's leaders (mean = 2.87, SD = 0.83).
5. Lack of continuous training for staff (mean = 2.85, SD = 0.88).
6. Weak information systems supporting decision-making (mean = 2.85, SD = 0.89).
7. Frequent changes in the association's management (mean = 2.85, SD = 0.87).

The main difficulties facing the achievement of the competitive advantage of sustainable urban and human development programs in charitable organizations include: weak staff capabilities in modern technologies, weak resources and technological capabilities, weak culture of teamwork among the association's staff, weak community trust in the association's leaders, lack of continuous training for staff, weak information systems supporting decision-making, and frequent changes in the association's management.

Answer to the Third Question: What are the suggestions for achieving the competitive advantage of sustainable urban and human development programs in charitable organizations?

Table 12: Suggestions for Achieving the Competitive Advantage of Sustainable Urban and Human Development Programs in Charitable Organizations

Statement	Agree	Sometimes	Disagree	Mean	SD	Rank
Developing continuous training programs for staff.	61	3	1	2.92	0.85	2
Using modern technological tools in program design.	62	2	1	2.93	0.86	1
Enhancing the culture of teamwork among staff.	60	4	1	2.91	0.87	4
Establishing information systems to support decision-making.	61	3	1	2.92	0.87	3
Strengthening community trust in the association's leaders.	60	4	1	2.91	0.86	5
Reducing frequent changes in the association's management.	60	4	1	2.91	0.87	6

It is evident from the results of the previous table that:

The proposals to achieve the competitive advantage for sustainable urban and human development programs in charitable associations came in the following order:

- The first order, statement no. (7) (Overcoming organizational conflict among workers in the association) with a mean of (2.91) and a standard deviation of (0.80).
- The second order, statement no. (2) (Developing institutional excellence capabilities in the association) with a mean of (2.88) and a standard deviation of (0.87).
- The third order, statement no. (11) (Developing technological resources and capabilities) with a mean of (2.86) and a standard deviation of (0.85).
- The fourth order, statement no. (10) (Developing a comprehensive quality system in the management of the association) with a mean of (2.85) and a standard deviation of (0.84).

- The fifth order, statement no. (8) (Relying on strategic planning in the association) with a mean of (2.83) and a standard deviation of (0.84).
- The sixth order, statement no. (5) (Increasing the community's trust in those running the association) with a mean of (2.83) and a standard deviation of (0.84).
- The seventh order, statement no. (3) (Developing a culture of teamwork among workers in the association) with a mean of (2.80) and a standard deviation of (0.84).
- The eighth order, statement no. (9) (Paying attention to training programs for workers in the association) with a mean of (2.77) and a standard deviation of (0.85).
- The ninth order, statement no. (4) (Frequent changes in the management of the association) with a mean of (2.72) and a standard deviation of (0.88).
- The tenth order, statement no. (1) (The need for coordination between the departments and sections of the association) with a mean of (2.68) and a standard deviation of (0.80).
- The eleventh order, statement no. (6) (Increasing the number of specialists in the association) with a mean of (2.51) and a standard deviation of (0.85).

It is clear from this that the proposals to achieve the competitive advantage for sustainable urban and human development programs in charitable associations were represented in: Overcoming organizational conflict among workers in the association, developing institutional excellence capabilities in the association, developing technological resources and capabilities, developing a comprehensive quality system in the management of the association, relying on strategic planning in the association, increasing the community's trust in those running the association, developing a culture of teamwork among workers in the association, paying attention to training programs for workers in the association, frequent changes in the management of the association, the need for coordination between the departments and sections of the association, increasing the number of specialists in the association.

Ninth: The proposed vision to achieve the competitive advantage for sustainable urban and human development programs in charitable associations:

(1) The assumptions on which the proposed vision was based:

1. That the interest in sustainable development and its three economic, social and environmental dimensions is at the heart of the 2030 Global Development Plan, and this global interest in sustainability entails a global plan relevant to all societies regardless of income and/or development status. This can be understood as the global nature of principles (human rights), universal accessibility (focus on equity and inclusion), and universal country coverage.
2. The growing interest in the issue of the competitive advantage of sustainable urban and human development programs in charitable associations.
3. The importance of developing sustainable urban and human development programs in charitable associations.
4. The importance of investing the competitive advantage of development programs to achieve the goals of charitable associations.

(2) The foundations and pillars on which the proposed vision was based:

1. The results of previous research and studies in the humanities that dealt with the competitive advantage of sustainable urban and human development programs in charitable associations.
2. The theoretical data and literature of the social and human sciences in general, and social work in particular, related to the research issue of competitive advantage or sustainable urban development.
3. The scientific approaches and theories guided by researchers in achieving the goals of sustainable urban and human development in charitable associations.

(3) The importance of formulating the proposed vision:

1. The need to benefit from the results of the current study regarding building a proposed vision to achieve the competitive advantage for sustainable urban and human development programs in charitable associations.
2. Clarifying the most important mechanisms for achieving the competitive advantage for sustainable urban and human development programs in charitable associations.
3. The officials of Saudi charitable associations benefiting from the outputs of the proposed vision in achieving the competitive advantage for sustainable urban and human development programs in charitable associations.

(4) The goal of the proposed vision: Achieving the competitive advantage for sustainable urban and human development programs in charitable associations.

(5) The institutions participating in implementing the proposed vision:

1. Ministry of Human Development and Social Development.
2. Charitable associations.
3. Social development committees in neighborhoods.

(6) Factors for the success of the proposed vision:

1. Continuous cooperation between the social development committees in the neighborhoods of Riyadh and the charitable associations working in the field of sustainable urban and human development under the umbrella of the Ministry of Human Development and Social Development.
2. Providing the necessary human, financial, material and technological resources and capabilities for the success of sustainable urban and human development programs in charitable associations.
3. Benefiting from successful innovative experiences in achieving the competitive advantage for sustainable urban and human development programs in charitable associations.

4. Effective social marketing of sustainable urban development programs to attract community residents to participate in its activities and benefit from them.
5. Organizing scientific conferences, seminars, and various events that contribute to achieving the competitive advantage for sustainable urban and human development programs in charitable associations.

(7) Means of achieving the proposed vision:

1. Interviews: Whether with residents of the local community, local leaders, officials of social development committees in neighborhoods, and charitable associations.
2. Seminars: Aimed at developing the awareness of charitable association officials and social planners on how and the mechanism to achieve the competitive advantage for sustainable urban and human development programs in charitable associations.
3. Lectures: An important means to provide social planners, supervisors, and officials of charitable associations with awareness of the importance of achieving the competitive advantage for sustainable urban and human development programs in charitable associations.
4. Group discussions: Aimed at exchanging views, ideas, and information between social planners, supervisors, and officials of charitable associations in order to achieve the competitive advantage for sustainable urban and human development programs in charitable associations.
5. Direct communication: Through supervisors and social workers directly contacting the relevant authorities in order to achieve the competitive advantage for sustainable urban and human development programs in charitable associations.

(8) Mechanisms for achieving the proposed vision:

1. Creative management to achieve the competitive advantage for sustainable urban and human development programs in charitable associations.
2. Social innovation to develop sustainable urban and human development programs in charitable associations.
3. Social marketing of sustainable urban and human development programs in charitable associations.
4. Developing human resources in charitable associations in line with successive societal developments.
5. Investing available resources or those that can be made available, in order to achieve the competitive advantage for sustainable urban and human development programs in charitable associations.
6. Developing a comprehensive quality system in the management of the association: To develop and increase the efficiency and effectiveness of sustainable urban and human development programs in charitable associations.
7. Relying on strategic planning in the association: To develop a long-term strategic plan to achieve the competitive advantage for sustainable urban and human development programs in charitable associations.

8. Developing a comprehensive quality system in the management of the association: To develop sustainable urban and human development programs in charitable associations, and improve their outputs for community residents.
9. Developing technological resources and capabilities, to rely on them to achieve the competitive advantage for sustainable urban and human development programs in charitable associations.
10. Developing institutional excellence capabilities in the association, and developing its programs and increasing their effectiveness.

“The authors extend their appreciation to the Deputyship for Research & Innovation, Ministry of Education in Saudi Arabia for funding this research through the project number IFP-IMSIU-2023140. The authors also appreciate the Deanship of Scientific Research at Imam Mohammad Ibn Saud Islamic University (IMSIU) for supporting and supervising this project.”

WORKS CITED

- Abu Bakr, Mustafa Mahmoud (2003). *Human Resource Management, An Approach to Achieving Competitive Advantage*, University House, Alexandria.
- Bouchennaf, Ammar (2001). *The Competitive Advantage in the Economic Institution, its Sources, Development, and Enhancement*, a thesis submitted for a Master's degree, Business Administration, University of Algeria.
- Hassan, Asim Muhammad (2012). *The Competitive Advantage of Charitable Organizations*, Al-Bayan Magazine, Issue (296).
- Draji, Issa (2010). *The Environment and Competitive Advantage*, The Fourth International Forum: Competition and Competitive Strategies for Industrial Institutions outside the Hydrocarbon Sector in Arab Countries, Faculty of Economic Sciences and Management Sciences, Hassiba Benbouali University of Chlef, Algeria.
- Al-Rashidi, Badr Awad (2019). *The Entrance to the Competitive Environment and its Strategies*, An Analytical Study and Integrated Vision, Journal of the College of Education, Volume (30), Issue (120), College of Education, Benha University, Egypt.
- Al-Salman, Abdulrahman bin Hamad (2014). *The Role of Strategic Planning in Achieving Competitive Advantage*, The Scientific Journal of Commercial and Environmental Studies, Volume (5), Issue (1), College of Commerce, Suez Canal University, Ismailia, Egypt.
- Charles Hill and Gareth Jones (2010). *Strategic Management An Integrated Approach*, translated by Muhammad Syed Ahmed Abdel Mutaal, 6th edition, Dar Al-Murekh Publishing, Riyadh, Saudi Arabia.
- Al-Arif, Nadia (2002). *Strategic Planning and Globalization*, University House for Publishing, Alexandria.
- Al-Ayhar, Falah (2005). *The Role of Quality in Achieving the Competitive Advantage of the Institution*, a thesis submitted for a Master's degree, Business Administration, Algeria.
- Kazem, Maysam Yassin (2019). *Youth and Sustainable Development in Iraq, Challenges and Options*, Journal of Arts, special issue, College of Arts, University of Baghdad, Iraq.
- Nasser, Samer Nouri (2019). *Urban Land Use Planning Strategies for Achieving Sustainable Urban Development*, Journal of the College of Education for Girls, Volume (30), Issue (2), College of Education for Girls, University of Baghdad, Iraq.
- Al-Nashwan, Abdulrahman bin Abdulaziz (2017). *Urban Development and its Environmental Effects in Wadi Sider*, Journal of Humanitarian and Literary Studies, Volume (1), Issue (13), College of Arts, Kafr El-Sheikh University, Egypt.
- Otero, X., Santos-Estevez, M., Yousif, E., & Abadía, M. F. (2023). Images on stone in sharjah emirate and reverse engineering technologies. *Rock Art Research: The Journal of the Australian Rock Art Research Association (AURA)*, 40(1), 45-56.
- Nguyen Thanh Hai, & Nguyen Thuy Duong. (2024). An Improved Environmental Management Model for Assuring Energy and Economic Prosperity. *Acta Innovations*, 52, 9-18. <https://doi.org/10.62441/ActaInnovations.52.2>

- Garish N. Desai, Jagadish H. Patil, Umesh B. Deshannavar, & Prasad G. Hegde. (2024). Production of Fuel Oil from Waste Low Density Polyethylene and its Blends on Engine Performance Characteristics . *Metallurgical and Materials Engineering*, 30(2), 57-70. <https://doi.org/10.56801/MME1067>
- Shakhobiddin M. Turdimetov, Mokhinur M. Musurmanova, Maftuna D. Urazalieva, Zarina A. Khudayberdieva, Nasiba Y. Esanbayeva, & Dildora E Xo'jabekova. (2024). MORPHOLOGICAL FEATURES OF MIRZACHOL OASIS SOILS AND THEIR CHANGES. *ACTA INNOVATIONS*, 52, 1-8. <https://doi.org/10.62441/ActaInnovations.52.1>
- Yuliya Lakew, & Ulrika Olausson. (2023). When We Don't Want to Know More: Information Sufficiency and the Case of Swedish Flood Risks. *Journal of International Crisis and Risk Communication Research* , 6(1), 65-90. Retrieved from <https://jicrcr.com/index.php/jicrcr/article/view/73>
- Szykalski, J., Miazga, B., & Wanot, J. (2024). Rock Painting Within Southern Peru in The Context of Physicochemical Analysis of Pigments. *Rock Art Research: The Journal of the Australian Rock Art Research Association (AURA)*, 41(1), 5-27.
- Mashael Nasser Ayed Al-Dosari, & Mohamed Sayed Abdellatif. (2024). The Environmental Awareness Level Among Saudi Women And Its Relationship To Sustainable Thinking. *Acta Innovations*, 52, 28-42. <https://doi.org/10.62441/ActaInnovations.52.4>
- Kehinde, S. I., Moses, C., Borishade, T., Busola, S. I., Adubor, N., Obembe, N., & Asemota, F. (2023). Evolution and innovation of hedge fund strategies: a systematic review of literature and framework for future research. *Acta Innovations*, 50,3, pp.29-40. <https://doi.org/10.62441/ActaInnovations.52.4>
- Andreas Schwarz, Deanna D. Sellnow, Timothy D. Sellnow, & Lakelyn E. Taylor. (2024). Instructional Risk and Crisis Communication at Higher Education Institutions during COVID-19: Insights from Practitioners in the Global South and North. *Journal of International Crisis and Risk Communication Research* , 7(1), 1-47. <https://doi.org/10.56801/jicrcr.V7.i1.1>
- Sosa-Alonso, P. J. (2023). Image analysis and treatment for the detection of petroglyphs and their superimpositions: Rediscovering rock art in the Balos Ravine, Gran Canaria Island. *Rock Art Research: The Journal of the Australian Rock Art Research Association (AURA)*, 40(2), 121-130.
- Tyler G. Page, & David E. Clementson. (2023). The Power of Style: Sincerity's influence on Reputation. *Journal of International Crisis and Risk Communication Research* , 6(2), 4-29. Retrieved from <https://jicrcr.com/index.php/jicrcr/article/view/98>