Organizations' Quest For Achieving Competitive Priorities in the Business Environment: A Comparative Study From the Point of View of the Managers and Employees of Telecom Operators in Algeria

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Abstract :

Through this study, we aim to measure the differences between telecom operators in Algeria in achieving competitive advantage through its dimensions and indicators. We relied on three approaches to answer the question of problematic, which are the descriptive, inductive and the comparative approaches, and depending on empirical studies method. Through the questionnaire as a main tool for collection, the data and some short interviews in addition to the documents of the operators and using the test of one-way ANOVA. As a main result, there are no significant differences between telecoms operators in achieving competitive advantage.

Mots clés:

Mot clé.1: Compétition
Mot clé.2: Priorités Concurrentielles
Mot clé.3: Télécommunication
Mot clé.4: Comparaison
Mot clé.5:One Way ANOVA

Codes de classification JEL: L41, L96.

Résumé :

A travers cette étude, nous visons à mesurer les différences entre les opérateurs télécoms en Algérie pour obtenir un avantage concurrentiel à travers ses dimensions et ses indicateurs. Nous nous sommes appuyés sur trois approches pour répondre la problématique, que sont les approches descriptive, inductive et comparative, et empiriques. À travers le questionnaire comme outil principal de collecte des données et quelques courts entretiens en plus des documents des opérateurs et en utilisant le test de l'ANOVA à sens unique. En conséquence, il n'y a pas de différences significatives entre les opérateurs de télécommunications dans l'obtention d'un avantage concurrentiel.

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1. Introduction

The major economic transformations adopted by Algeria, which focused on opening up to international markets, led to the liberalization of the telecoms sector, to a revolution within Algerian society through the great development of telecoms services and their management methods and approaches.

In order for telecom operators in Algeria to emphasis its survival in the marketplace and get a good position; it must adopt a unique features and advantages, in other words, to continue to create superior levels of value, by relying on several tangible and intangible resources and capabilities as well as competencies. In addition, the organization focuses on defining the strategy it pursues as a general path, which enables it to use its resources and capabilities to achieve the excellence.

1.1. Problematic

The introduction of new technologies and updating work methods within the organization, and motivating workers and employees to learn and exchange knowledge and information depending on modern technologies, especially those that have a crucial role in increasing the effectiveness of work. This is considered as one of the most powerful components of modern management, which greatly contributes to improving and enhancing the individual's capabilities. This increases the efficiency of the implementation of the instructions and the completion of all tasks with conviction.

In light of the global economic development, which led to the emergence of a strong competitive climate, it has become imperative for Algerian industrial enterprises in all their forms to pay great attention to the organization and industrial sectors that compete in field of activity, and to work to acquire the strongest position in the active markets, especially the global markets (Mekhdhar, 2020). In this context, our question can be posed as follows.

Are there significant differences between telecom operators in Algeria to achieve competitive advantage from the point of view of the managers and employees?

1.2. Hypothesis

There are no significant differences between telecom operators in Algeria to achieve a competitive advantage, as it lies in the same sector and is regulated by the same laws and regulations.

1.3. Objectives

Through this paper, we aim to discover the individual features of each operator of the telecoms sector in Algeria, whether technology, management methods, marketing strategy and other indicators.

1.4. Importance

The importance of this topic stems from the fact that it stems from analyzing the telecommunications market and trying to benefit from its advantages and confront its threats. Being a strategic sector of the national economy on the one hand, and its importance to the customers and various organizations on the other hand

1.5. Society and sample

The study population is represented by telecom operators in Algeria with their agencies and commercial spaces in Algeria, which are estimated 320 units, and the sample represents more than 10%, i.e. 33 agencies.

1.6. Methods and tools

In this study we adopted three approaches, which are the descriptive through the statistical description of the indicators, the empirical through the applications, and the inductive approach to generalize the results. And using mainly the test of one way ANOVA.

2. Literature review

2.1. Competitive advantage

The growing interest in services at the present time has imposed on business organizations the necessity of changing their management and marketing from traditional to modern approaches. (Nasser & Boudraf , 2020). The organizations required to work on creating a competitive advantage based on basis and foundations to ensure its survival and gain a position in the marketplace with hard competition by relying on competition methods and strategies. (Hachim, 2021)

2.2. Competitive advantage concept

Competitive advantage is described as a customer satisfaction that is based on the relative quality that an organization maintain, and from which an organization can outperform its competitors and gain long-term profit through cost leadership. (Bulankulama Khatibi & Herath, 2014) The ability of a company to establish a defensible position over its competitors is referred to as competitive advantage. (Bratic, 2011)

Organizations allocate their resources, assets and efforts to achieve a specific values and chain strategy that will lead to a crucial competitive advantage through control costs and improved stakeholder's satisfaction in the systemic and strategic view (Miguel & Ledur Brito, 2011). Best value supply chains target high quality of performance across five strategic priorities: speed, cost, quality, flexibility and time. In other hand, some outperform of organizations' supply chains offer best value supply chains on only some of these dimensions. (Ketchen, Rebarick, Hult, & Meyer, 2008)

2.3. Competitive advantage dimensions

The basic dimensions of competitive advantage are the following elements: cost, quality and performance, speed, flexibility and creativity & innovation.

2.3.1. Cost

According to Porter (1985), the organizations able to develop a sustainable competitive advantage by depending on one of the following two strategies: cost leadership or differentiation. According to Kleiman (2000), organizations have to provide the same offers (services, products or ideas) face its competitors with a lower cost. (Al-Rfou & Trawneh, 2010). An organization might to compete against stronger competitor's basis on a low price (Bratic, 2011). According to Cease (1937) the transaction costs is the mechanism price (Monsur & Yoshi, 2012). Organizations should make the negotiation between their cost and the products and services characteristics. Where the main performance measure to be considerate is cost efficiency. (Hamdani & Lounici , 2020)

2.3.2. Quality and Performance

Consumers take into consideration the service's quality also the promotions in their choice (Mansouri & Benamar, 2017). The first emergence of quality as a management system began with the beginning of the twentieth century in the Japanese industrial sector (Belbia, 2016). The increase in the number of service organizations leads to intense competition, thus the provided quality in the services will gain a competitive advantage (Zobat, 2017). There is no assent on the definition of service quality in telecommunication service sector (Carman, 1990). For example, many authors investigated the service quality variously in different sectors. Taking telecoms sector into account, it has been found that many researchers have suggested quality as a network as a new aspect (Aydin & Özer, 2005); (Wang, Lo, & Yang, 2004), pricing structure (Kim, Park, & Jeong, 2004), conflict and promotions handling (Lee, Lee, & Feick, 2001). as service

quality factors in telecommunication sector, so we have proposed those factors as main of service quality in this sector. From this point of view, we may suggest telecoms service quality parameters as: 1) Network Quality (Santouridis & Trivellas, 2010): coverage area and call quality. 2) Pricing Structure (Shafei & Tabaa, 2016): reasonable prices for calls, internet services, value added services (GPRS, VAP…etc.), inter-operator calls, and inter-operator SMS services. 3) Promotions: Extra minutes that operator gives, special day's discounts, overall promotions. 4) Conflict Handling: avoiding potential conflict or complaints, discuss the solutions of arised problems, trying to make solutions for manifest conflicts before faces problems (Demir, 2019).

2.3.3. Speed

Organizations may use the time as a factor to compete. According to Stonebrake and Leong (1994) spending time able to be a main source of competitive advantage when the organizations attempt to minimize the time between receiving and accepting customer orders and the delivery of goods or services to customers. According to Evans (1993), the speed of technologies development often refers to the factor of time that is the period of time between the generation the idea of product and the completion of the final design or output. (Bulankulama & Khatibi, 2012). An organization who introduce new products faster than its main competitors (Bratic, 2011). Apparel organizations have developed new skills and capacities in fast learning and communication by using information technology and fast response. QR codes have enabled savvy designers to quickly reproduce or even develop new designs (Monsur & Yoshi, 2012).

2.3.4. Flexibility

To leverage responsive market orientation (RMO), organizations have to spend more on flexibility of using different resources. to leverage proactive market orientation (PMO) for business model innovation, organizations have to invest more in coordination flexibility rather than resource flexibility. (Yang, Wei, Shi, & Zhao, 2020). Although, strategic flexibility has emerged as dynamic capabilities (Wei, Zhao, & Zhang, 2014). The researchers suggest that strategic flexibility is a form of transforming capability, which derives from both resource flexibility and coordination flexibility (Liu, Li, & Wei, 2009). The facilitates of Resource flexibility lead to switching by offering larger area to redeploy existing resources in new use (Zhou & Wu, 2010); (Narver, Slater, & MacLachlan, 2004). So the resource flexibility increases the flexibility by building more opinions of alternative resources in the same portfolio (Sanchez, 1995).

Especially analysis the configurations of dynamic capabilities: marketing orientation and strategic flexibility. from marketing orientation view as knowing dynamic capabilities because it aims to discover and satisfy customer needs and wants (Slater & Narver, 1995)*;* (Atuahene-Gima, 1996); (Atuahene-Gima, Slater, & Olson, 2005).

2.3.5. Creativity and Innovation

Innovation is the development, revision and improvement the invention and discoveries outputs for achieving the high performance in the process or the production (Ismail, 2015). Innovation development and implementation the new ideas in product, service or process to the growth dynamic of the economy and increase employment to generate interest in innovative organizations (Vahid, et al., 2013). On the other hand an organization is able to introduce new products and types in the market place (Bratic, 2011).

3. Empirical study

3.1. Cell phone market

Usually it has become to see Algeria poorly placed in international rankings such as the business climate (Khaldi, 2017). Statistics indicate that the number of mobile phone subscriptions in Algeria has significantly improved from 2000 to 2019. In 2019, the number of mobile phone subscriptions in Algeria reached 47.08 million. For more explanations, we show the following table:

Table (1): The overall market position of the mobile phone

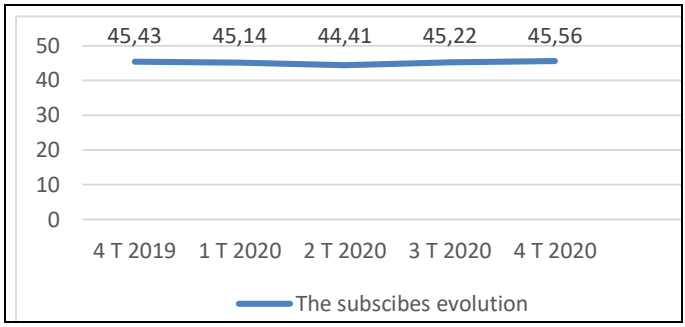
	4TH Trimester 2019	**3 ed Trimester 2020**	**2 ed Trimester 2020**	**1 est Trimester 2020**	**4TH Trimester 2020**
AT	18 633 371	18 874 336	18 654 330	18 757 780	18 974 678
OTA	14 707 625	14 224 144	13 952 347	14 473 544	14 363 102
WTA	12 084 537	12 044 478	11 805 053	11 990 227	12 217 893
Total	**45 425 533**	**45 142 958**	**44 411 730**	**45 221 551**	**45 555 673**

Development rate (4TH Trimester2019 - 4TH Trimeste 2020) + 0,29%

Source: ARPCE (2020), Observatory on the Mobile Phone Market in Algeria, Algeria, p. 3

The mobile phone registered (GSM, third generation, and fourth generation) a slight increase of 0.74%, as it moved from 45,222 million subscribers in the third quarter of 2020 to 45,556 million subscribers in the fourth quarter of 2020.

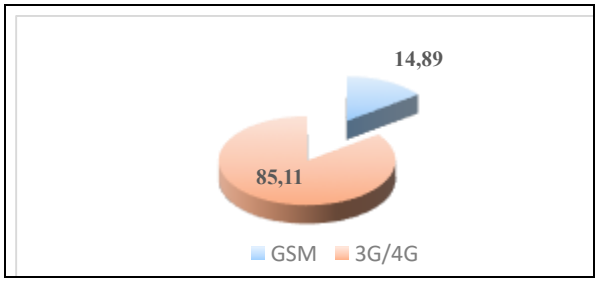
Figure (1): The evolution of the total subscribers



Source: ARPCE (2020), Observatory on the Mobile Phone Market in Algeria, p. 4

Among the 45.556 million active subscribers, we find 6,783 million subscribers in the GSM network, or 14.89%, compared to 38,773 million subscribers in the 3G and 4G networks, then 85.11%.

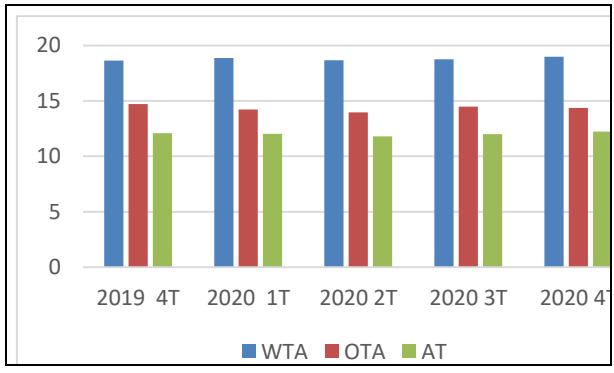
Figure (2): Distribution of subscribers by type of technology



Source: ARPCE (2020), Observatory on the Mobile Phone Market in Algeria, p.4

The evolution of active subscribers (in a million) distributed to each operator represented as follows.

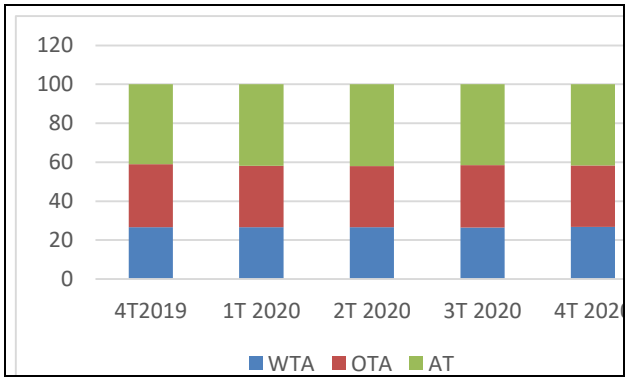
Figure (3): Subscribers evolution of each operator



Source: ARPCE (2020), Observatory on the Mobile Phone Market in Algeria, p.5

Market distribution according to the number of subscribers

Figure (4): Market share evolution of each operator



Source: ARPCE (2020), Observatory on the Mobile Phone Market in Algeria, p.5

3.2. Mobile subscribers

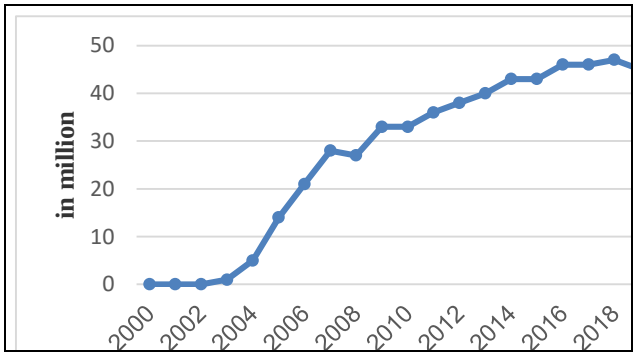
Mobile subscribers (GSM, third and fourth generation) recorded a decrease of 367% during the year 2019, as mobile phone subscribers (GSM, third and fourth generation) moved from 47.154 million active subscribers in 2018 to 426. 45 million active subscribers in 2019 That is, a decrease of 3.67%, while 3G and 4G subscribers recorded a slight increase of 1.57%. As for mobile intensively, it decreased by six (6) points, moving from 109% in 2018 to 103% in 2019.

Table (2): subscribers and Access to the mobile phone network

Year	2018	2019
Total subscribers	47 154 264	45 425 533
Access to the mobile phone network	%109	%103

Source: ARPCE (2019), Annual Report 2019, Algeria, p.13

Figure (5): GSM The evolution of subscribers in cell phone (3G, 4G)



Source: ARPCE (2019), Annual Report 2019, Algeria, p.13

3.3. Reliability

The Reliability of the tool is intended to give this tool (questionnaire) the same result if it was redistributed more than once under the same conditions and in different context, or in other words, the Reliability of the tool means Reliability in its results and not to change it significantly if it is redistributed among the sample members several times during certain periods of time, the researchers test the reliability of the questionnaire using the Cronbach alpha method, as follows:

3.3.1. Cronbach's Alpha Coefficient

The researchers used the Cronbach alpha to measure the reliability of the questionnaire, and the results were as shown in the table below.

Table (3): Results of the Cronbach alpha test

Y	Area		Cronbach's Alpha			
	Dimensions	N of Items	AT N=14	WTA N=11	OTA N=8	Total N=33
Y1	Cost	5	,955	,957	.956	,951
Y2	Quality and Performance	5	.946	,961	,965	,955
Y3	Flexibility	5	.933	,981	,988	,957
Y4	Speed	5	.970	,963	,973	,968
Y5	Creativity and innovation	5	.933	,957	.956	,951
Y	**Total**	25	996.	,996	,997	,992

Source: By the researchers depending on SPSS.V23 output

It is clear from the results shown in the above table that the value of the Cronbach Alpha coefficient is high for each component of the questionnaire. Also, the value of the alpha coefficient for all components of the questionnaire was 0.992, which means that the reliability coefficient is high. Thus, the researcher has emphasized of the validity and reliability of the questionnaire, which makes him confident of its validity and reliability to achieve the results, analyze the data and test the hypotheses.

3.3.2. Guttman Split-Half Coefficient

The researcher used the Guttman Split-Half Coefficient to measure the reliability of the questionnaire as a second indicator, and the results were as shown in the following table:

Table (4): Results of the Guttman Split-Half test

Y	Area		Guttman Split-Half Coefficient			
	Dimensions	N of Items	AT N=14	WTA N=11	OTA N=8	Total N=33
Y1	Cost	5	,931	,952	,954	,899
Y2	Quality and Performance	5	,928	,905	,895	,944
Y3	Flexibility	5	,935	,961	,924	,935

Y4	Speed	5	,925	,921	,959	,909
Y5	Creativity and innovation	5	,909	,953	,948	,905
Y	**Total**	25	,994	,991	,997	0.996

Source: By the researchers depending on SPSS.V23 output

It is clear from the results of above table that the value of Guttman Split-Half is good for all questionnaire parts. Also, the value of the Guttman Split-Half coefficient for all survey parts was 0.996, which means that the reliability coefficient is high. Thus, the researchers have confirmed the validity and reliability of the questionnaire, which makes them confident of its validity to analyze the results, answer the questions and test its hypotheses.

3.4. Structural validity

Structural Validity is one of the tool's validity measures, which measures the extent to which the goals are achieved by the research tool. It shows the extent to which each questionnaire part is related to the overall indicators score.

The following table shows the correlation coefficient between the competitive advantage and its dimensions.

Table (5): The correlation coefficient between the competitive advantage and its dimensions

Y	Dimensions	Pearson Correlation				Sig. (2-tailed)			
		AT N=14	WTA N=11	OTA N=8	Total N=33	AT N=14	WTA N=11	OTA N=8	Total N=33
Y1	Cost	,992**	,991**	,998**	,985**	,000	,000	,000	,000
Y2	Quality and Performance	,984**	,988**	,990**	,987**	,000	,000	,000	,000
Y3	Flexibility	,943**	,993**	,982**	,960**	,000	,000	,000	,000
Y4	Speed	,984**	,964**	,973**	,974**	,000	,000	,000	,000
Y5	Creativity and innovation	,972**	,938**	,889**	,943**	,000	,000	,000	,000
Y	**Total**	**1,000**	**1,000**	**1,000**	**1,000**	**-**	**-**	**-**	**-**

****. Correlation is significant at the 0.01 level (1-tailed)**

Source: By the researchers depending on SPSS.V23 output

It can be seen through the indicators in the table above that the correlation coefficients indicated are significant at $\alpha = 0.01$ levels and this is valid to measure.

After testing the validity and reliability, as well as describing the variables, in this part we try to test the hypotheses through a set of tests to reach the empirical answer to the problematic, after determining the appropriate tests according to the hypotheses as follows:

3.5. Parametric tests hypotheses

We tested the hypotheses based on the Parametric Tests because the data are available of Parametric Tests hypotheses, which are:

- The variables nature is quantitative, for that the researchers purpose the evaluation method, not the Ordinal which is qualitative on Likert scals.
- The sample type is random: We relied on a multi-stage random sample that the society is quite homogeneous from managerial point of view. This facilitated the task and shortened the time of work.
- Observations follow the normal distribution, at least at 0.05 error level, and this is what the One-Sample Kolmogorov-Smirnov Test proves, according to the following hypotheses:
  - H_0: Observations follow the normal distribution of all components of competitive advantage.
  - H_1: Observations do not follow the normal distribution of all the components of competitive advantage.

3.6. Normality distribution

We try to test the distribution of the competitive advantage dimensions if it follows the normal distribution by using the One-Sample Kolmogorov-Smirnov test.

Table (6): One-Sample Kolmogorov-Smirnov test for Competitive Advantage

		Cost	Quality and Performance	Flexibility	Speed	Creativity and innovation
N		33	33	33	33	33
Normal Parameters[a,b]	Mean	4.2667	4.2222	4.1515	4.2273	4.3247
	Std. Deviation	.59301	.62593	.64426	.62057	.56613
Most Extreme Differences	Absolute	.189	.184	.149	.139	.156
	Positive	.189	.184	.108	.128	.116
	Negative	-.165-	-.149-	-.149-	-.139-	-.156-
Kolmogorov-Smirnov Z		1.084	1.058	.853	.797	.898
Asymp. Sig. (2-tailed)		.191	.213	.461	.550	.396

a. Test distribution is Normal.
b. Calculated from data.

Source: By researchers based on the SPSS.V23 outputs

The table shows the results of the One-Sample Kolmogorov-Smirnov test as the level of significance (Sig) for the components of the competitive advantage is greater than α (0.05) for all the dimensions, that meaning the distribution is not significant, this proves the H0, so the competitive advantage observations follow the normal distribution.

3.7. Descriptive statistics

Based on the descriptive of indicators in the following table, we try to describe and prioritize the dimensions of the competitive advantage achieved by telecom operators. The following is a description and ranking of the main dimensions of competitive advantage.

Table (7): Descriptive statistics of competitive advantage dimensions

Dimensions	N	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
Creativity and innovation	33	4.3247	.09855	.56613	-.289-	.409	-.967-	.798
Cost	33	4.2667	.10323	.59301	-.201-	.409	-.841-	.798
Speed	33	4.2273	.10803	.62057	-.270-	.409	-.842-	.798
Quality and Performance	33	4.2222	.10896	.62593	-.296-	.409	-.683-	.798
Flexibility	33	4.1515	.11215	.64426	-.096-	.409	-.970-	.798
CA	33							

Source: By researchers based on the SPSS.V23 outputs

Through the above table that related to the description of competitive advantage indicators, we can observe the relative importance of the indicators that make up competitive advantage and their statistical measures

3.8. Hypothesis testing

In this part, we try to discover the differences in achieving a competitive advantage among the studied companies (Mobilis, Ooredoo, and Djezzy) through their dimensions, by presenting and analyzing their indicators.

H_0: There are no differences in achieving competitive advantage among telecom companies in Algeria

H_1: There are differences in achieving competitive advantage among telecom companies in Algeria.

- **Cost:**

The following is a presentation of the indicators of the cost dimension and an attempt to describe them and find differences in their application among the studied companies (Mobilis, Ooredoo, and Djezzy) with a confidence level of 95%.

Table: (8) cost ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,586	2	,293	,516	,601
Within Groups	26,155	30	,569		
Total	**26,741**	**32**			

Source: By the researchers depending on SPSS.V23 output

In this table, the result of ANOVA test appears, as the test value (F =, 516) is not significant (P =, 601) and it is greater than 0.05 and this means that the three operators do not differ in their achievement the cost reduction.

Table (9): multiple comparisons of cost dimension

(I) GM	(J) GM	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Mobilis	ooredoo	-,09242	,27060	1,000	-,7648	,5799
	Djezzy	,19091	,25249	1,000	-,4364	,8183
ooredoo	Mobilis	,09242	,27060	1,000	-,5799	,7648
	Djezzy	,28333	,29204	1,000	-,4423	1,0090
djezzy	Mobilis	-,19091	,25249	1,000	-,8183	,4364
	ooredoo	-,28333	,29204	1,000	-1,0090	,4423

Source: By the researchers depending on SPSS.V23 output

This table shows the bilateral comparisons between the three operators, as the differences between them are not significant, meaning that the three groups do not differ significantly in their achievement of the cost reduction at the 95% level.

- **Quality and Performance**:

The following is a presentation of the indicators of the Quality and Performance dimension and an attempt to describe them and find differences in their application among the studied companies (Mobilis, Ooredoo, and Djezzy) with a confidence level of 95%.

Table (10): Quality and Performance ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,734	2	,367	,661	,521
Within Groups	25,546	30	,555		
Total	**26,279**	**32**			

Source: By the researchers depending on SPSS.V23 output

In this table, the result of ANOVA test appears, as the test value (F=, 661) is not significant (P=,521) and it is greater than 0.05 and this means that the three operators do not differ in their achievement the Quality and Performance improvement.

Table (11): multiple comparisons of Quality and Performance dimension

(I) GM	(J) GM	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Mobilis	**ooredoo**	,04091	,26743	1,000	-,6236	,7054
	Djezzy	,27758	,24953	,815	-,3424	,8976
Ooredoo	Mobilis	-,04091	,26743	1,000	-,7054	,6236
	Djezzy	,23667	,28862	1,000	-,4805	,9538
Djezzy	Mobilis	-,27758	,24953	,815	-,8976	,3424
	ooredoo	-,23667	,28862	1,000	-,9538	,4805

Source: By the researchers depending on SPSS.V23 output

This table shows the bilateral comparisons between the three operators, as the differences between them are not significant, meaning that the three groups do not differ significantly in their achievement of the Quality and Performance improvement at the 95% level.

- **Flexibility:**

The following is a presentation of the indicators of the Flexibility dimension and an attempt to describe them and find differences in their application among the studied companies (Mobilis, ooredoo, and djezzy) with a confidence level of 95%.

Table (12): Flexibility ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2,437	2	1,218	2,166	,126
Within Groups	25,869	30	,562		
Total	**28,305**	**32**			

Source: By the researchers depending on SPSS.V23 output

In this table, the result of ANOVA test appears, as the test value (F=2,166) is not significant (P=,126) and it is greater than 0.05 and this means that the three operators do not differ in their achievement the flexibility improvement.

Table (13): multiple comparisons of Flexibility dimension

(I) GM	(J) GM	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Mobilis	**ooredoo**	,18182	,26912	1,000	-,4869	,8505
	Djezzy	,52182	,25110	,130	-,1021	1,1457
ooredoo	Mobilis	-,18182	,26912	1,000	-,8505	,4869
	Djezzy	,34000	,29044	,743	-,3817	1,0617
Djezzy	Mobilis	-,52182	,25110	,130	-1,1457	,1021

(I) GM	(J) GM	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Mobilis	**ooredoo**	,18182	,26912	1,000	-,4869	,8505
	Djezzy	,52182	,25110	,130	-,1021	1,1457
ooredoo	Mobilis	-,18182	,26912	1,000	-,8505	,4869
	Djezzy	,34000	,29044	,743	-,3817	1,0617
Djezzy	Mobilis	-,52182	,25110	,130	-1,1457	,1021
	ooredoo	-,34000	,29044	,743	-1,0617	,3817

Source: By the researchers depending on SPSS.V23 output

This table shows the bilateral comparisons between the three operators, as the differences between them are not significant, meaning that the three groups do not differ significantly in their achievement of the flexibility improvement at the 95% level.

- **Speed:**

The following is a presentation of the indicators of the Speed dimension and an attempt to describe them and find differences in their application among the studied companies (Mobilis, Ooredoo, and Djezzy) with a confidence level of 95%.

Table (14): Speed ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1,491	2	,746	1,245	,297
Within Groups	27,546	30	,599		
Total	**29,037**	**32**			

Source: By the researchers depending on SPSS.V23 output

In this table, the result of ANOVA test appears, as the test value (F=1,245) is not significant (P=,297) and it is greater than 0.05 and this means that the three operators do not differ in their achievement the Time reduction.

Table (15): multiple comparisons of Speed dimension

(I) GM	(J) GM	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Mobilis	**ooredoo**	-,04091	,27771	1,000	-,7309	,6491
	Djezzy	,36242	,25911	,506	-,2814	1,0062
ooredoo	Mobilis	,04091	,27771	1,000	-,6491	,7309
	Djezzy	,40333	,29970	,555	-,3413	1,1480
Djezzy	Mobilis	-,36242	,25911	,506	-1,0062	,2814
	ooredoo	-,40333	,29970	,555	-1,1480	,3413

Source: By the researchers depending on SPSS.V23 output

This table shows the bilateral comparisons between the three operators, as the differences between them are not significant, meaning that the three groups do not differ significantly in their achievement of the Time reduction at the 95% level.

- **Creativity and innovation:**

The following is a presentation of the indicators of the Creativity and innovation dimension and an attempt to describe them and find differences in their application among the studied companies (Mobilis, Ooredoo, and Djezzy) with a confidence level of 95%.

Table (16): Creativity and innovation ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,586	2	,293	,516	,601
Within Groups	26,155	30	,569		
Total	**26,741**	**32**			

Source: By the researchers depending on SPSS.V23 output

In this table, the result of ANOVA test appears, as the test value (F =, 516) is not significant (P =, 601) and it is greater than 0.05 and this means that the three operators do not differ in their achievement the Creativity and innovation improvement.

Table (17): multiple comparisons of Creativity and innovation dimension

(I) GM	(J) GM	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Mobilis	ooredoo	-,09242	,27060	1,000	-,7648	,5799
	Djezzy	,19091	,25249	1,000	-,4364	,8183
ooredoo	Mobilis	,09242	,27060	1,000	-,5799	,7648
	Djezzy	,28333	,29204	1,000	-,4423	1,0090
Djezzy	Mobilis	-,19091	,25249	1,000	-,8183	,4364
	ooredoo	-,28333	,29204	1,000	-1,0090	,4423

Source: By the researchers depending on SPSS.V23 output

This table shows the bilateral comparisons between the three operators, as the differences between them are not significant, meaning that the three groups do not differ significantly in their achievement of the Creativity and innovation improvement at the 95% level.

4. Conclusion

From the foregoing, it can be seen the indicators that showing the availability of a competitive advantage with its relatively high of its components, which show that telecom operators were able to find mechanisms that enable them to achieve competitive advantage with its various components.

These are relatively high of mean that express the opinions of the sample members with standard deviations that did not exceed .64426 and CV of .16000 for all indicators. This indicates the homogeneity of the answers and opinions about the availability of a competitive advantage, with a distribution that approaches the normality through of both Skewness and kurtosis indicators, which means that the sample members agree that telecom operators have been able to achieve a competitive advantage by using various methods, tools and strategies in order to adapt to the circumstances and developments and to acquire the largest gains in the market such market share, financial and non-financial values in addition to qualitative returns such as the customers value, customer satisfaction, customer loyalty, brand reputation and image... etc.

Through the results obtained from studying and analyzing competitive advantage indicators, we note that the indicators that express the differences are not significant at 95% confidence level. This proves the H_0 that there are no differences in achieving competitive advantage among the studies companies (Mobilis, ooredoo, Djezzy) through their dimensions.

In order to achieve a critical competitive advantage the telecom operators have to work on

- Reduce costs of various processes and stages, especially facilitating the organization's communication processes with its customers and for good communication that facilitates the task of information sharing and efficient feedback.
- Permanent improvement of Quality and Performance by focusing on improving product quality and organization performance, also developing its usage value.
- Increase flexibility with all events and situations, especially by opening new markets and strengthening their position in existing markets, in order to looking for or maintain the key customers, and to intensify marketing efforts for persuade and earn target audience.
- Reduce the spending time in all stages and processes by focusing on improving the customers' reaction impact in terms of time of reaction

(response) to its importance in managing the company-customers relationship.

- Provide material and human creativity and innovation factors by innovating display methods and using technology to improve the organization image, especially as a main goal of managing partners and stakeholder's relationships

Telecom operators in Algeria achieve the new competitive advantage by relying on intangible resources, which have become the main view point for creating values through competencies, information, knowledge, technology, flexibility with events and controlling time especially.

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