

The impact of integrity and transparency on achieving competitive superiority requirements in Algerian economic organizations

أثر النزاهة والشفافية على تحقيق متطلبات التفوق التنافسي بالمؤسسات الاقتصادية الجزائرية

L'impact de l'intégrité et de la transparence sur l'atteinte des exigences d'excellence compétitive des entreprises économiques algériennes

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ملخص:

يسعى هذا البحث إلى معرفة أثر النزاهة والشفافية على تحقيق متطلبات التفوق التنافسي بالمؤسسات الاقتصادية الجزائرية، وقد تم في هذه الدراسة استخدام المنهج التحليلي والوصفي، حيث طبقت هذه الدراسة على عينة قصدية تكونت من (74) عامل في مؤسسة (Condor Electronics) حيث تم اختيارها وفقا لما جاء في الأداة المستخدمة (الاستبيان)، بعدما قمنا بتحليلها واختبارها باستخدام برنامج الحزم الإحصائية في العلوم الاجتماعية (SPSS 26)، وقد توصلت الدراسة إلى جملة من النتائج يمكن أن نوجزها فيما يلي:

- جاء مستوى الإدراك لمتغير النزاهة والشفافية والتفوق التنافسي مرتفعا من وجهة نظر العاملين في مؤسسة (Condor)؛
- هناك علاقة ارتباط دالة إحصائية عند مستوى المعنوية ($\alpha \leq 0.05$) بين متغيرات الدراسة (النزاهة والشفافية، التفوق التنافسي)، لدى العاملين في مؤسسة (Condor Electronics)؛
- وتبين من خلال تحليل نتائج الانحدار الخطي البسيط وجود علاقة تأثير عند مستوى المعنوية ($\alpha \leq 0.05$)، دالة إحصائية بين متغيرات الدراسة (النزاهة والشفافية، التفوق التنافسي)، لدى العاملين في مؤسسة (Condor Electronics).

الكلمات المفتاحية: النزاهة؛ الشفافية؛ التفوق التنافسي؛ مؤسسة Condor

Abstract:

This research aims to investigate the impact of integrity and transparency on achieving competitive superiority requirements in Algerian economic organizations. A descriptive-analytical approach was employed in this study. A purposive sample of 74 workers from Condor Electronics was selected based on the criteria outlined in the questionnaire. Data was collected through a questionnaire and analyzed using SPSS 26. The study revealed the following key findings:

- High Awareness: The level of awareness regarding integrity, transparency, and competitive superiority was high among Condor Electronics employees.
- Significant Correlation: A statistically significant correlation ($\alpha \leq 0.05$) was found between integrity and transparency and competitive superiority.
- Significant Relationship: Simple linear regression analysis indicated a statistically significant relationship ($\alpha \leq 0.05$) between integrity and transparency and competitive superiority.

Keywords: Integrity; Transparency; Competitive Superiority; Condor Organization.

Résumé:

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Cette recherche vise à étudier l'impact de l'intégrité et de la transparence sur la réalisation des exigences de supériorité concurrentielle dans les organisations économiques algériennes. Une approche descriptive-analytique a été utilisée dans cette étude. Un échantillon ciblé de 74 travailleurs de Condor Electronics a été sélectionné sur la base des critères décrits dans le questionnaire. Les données ont été collectées au moyen d'un questionnaire et analysées à l'aide de SPSS 26. L'étude a révélé les principales conclusions suivantes:

- Forte sensibilisation: le niveau de sensibilisation à l'intégrité, à la transparence et à la supériorité concurrentielle était élevé parmi les employés de Condor Electronics.
- Corrélation significative: une corrélation statistiquement significative ($\alpha \leq 0,05$) a été trouvée entre l'intégrité et la transparence et la supériorité concurrentielle.
- Relation significative: une analyse de régression linéaire simple a indiqué une relation statistiquement significative ($\alpha \leq 0,05$) entre l'intégrité et la transparence et la supériorité concurrentielle.

Mots clés: Intégrité; Transparence; Supériorité concurrentielle; Organisation Condor.

Introduction

Contemporary business organizations live in a world characterized by change, dynamism, and the emergence of a very advanced knowledge and technological wealth, resulting in an explosion of information and knowledge. This rapid development coincided with the emergence of modern management practices, the expansion of product types and their diversity, and the innovation of new services. All these challenges prompted organizations to find outlets through which they could adapt to and control these transformations, so that they could achieve their goals and ensure survival and continued competition. Achieving this depends primarily on the need to benefit from strengths, avoid weaknesses, exploit opportunities, and confront and resist challenges. In the past, scarce resources were relied upon as a source of achieving competitive advantages, but they were not sustainable. Then, the transition was made to the efficiency of exploiting these resources, which in turn did not achieve what organizations wanted. The transition was made to intangible elements as a source of achieving competitive superiority. Among the most important intangible elements, we find what is called the intangible element, which is the behaviors that are affected by the values and principles of the individual, the circumstances of his upbringing, his environment and tendencies, as well as his scientific and cultural gains derived from the family and society.

Among the administrative concepts that have been adopted by modern administrative thought recently and have captured the attention of many researchers and practitioners and have begun to penetrate intensively into management literature is the concept of integrity and transparency, which has become heavily relied upon to raise the level of performance of the organization and employees alike, especially in light of the decline in many ethical violations and the decline in the accepted standards of ethics. Therefore, ethics have become a major requirement of the contemporary environment, which requires business organizations to be efficient and effective in their socio-economic performance, by providing safe products to their customers and providing appropriate information about their products, whether current or developed, to ensure and gain competitive advantages with an ethical dimension.

The concept of competitive superiority has become an imperative in today's rapidly changing business world, as companies strive to achieve this superiority to face fierce competition and increasing challenges, by developing innovative strategies and meeting customer needs in a distinctive manner.

Algerian institutions, as integral players in the global landscape and the local and international competitive markets, have had to keep pace with developments in the business environment. To achieve competitive superiority, they must create a suitable work environment and make ethics a core component of their objectives. This includes instilling values and ideals in their employees and establishing a clear ethical framework to guide appropriate and inappropriate actions, ultimately enabling them to achieve their general and specific goals.

In this context, our study explores the interconnectedness of integrity, transparency, and competitive superiority. This research distinguishes itself from previous studies by specifically analyzing the relationship between integrity and transparency as necessary preconditions for achieving competitive superiority. We apply this analysis to a sample of leading Algerian companies within the electronics industry, a sector we consider globally oriented due to these companies' significant customer base across the Maghreb, African nations, and parts of Europe.

Through this study, we attempt to define the concepts of integrity and transparency and distinguish between them. We also address the concept of competitive advantage, highlighting its importance and objectives, and subsequently applying it to the economic sector. We take Condor Electronics as a case study, one of the leading Algerian companies in the field of household electrical and technological industries.

Research Problem

The problem of our study can be formulated as follows:

To what extent can the integrity and transparency of employees lead to achieving competitive superiority in the Algerian Condor Electronics Company?

Sub-questions:

Based on the previous problem, the study seeks to answer the following questions:

- What is the concept of integrity? What is meant by transparency among employees?
- What is the concept of competitive superiority? And what is its importance for business organizations?
- What is the level of awareness of each of the study variables (integrity and transparency, competitive superiority), from the point of view of employees working in the Algerian Condor Electronics Organization?
- What is the degree of correlation and influence between the study variables (integrity and transparency, competitive superiority), from the point of view of employees working in the Algerian Condor Electronics Organization?

Study hypotheses:

In an attempt to answer the previous sub-questions, we adopted three main hypotheses, which we will try to test their validity statistically, namely:

H1: There is a high level of awareness of the study variables (integrity and transparency, competitive superiority), from the point of view of employees in the Algerian Condor Electronics Corporation;

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H2: There is a positive correlation at the level of significance ($\alpha \leq 0.05$) statistically significant, between the study variables (integrity and transparency, competitive superiority), from the point of view of employees in the Algerian Condor Electronics Corporation;

H3: There is an influence relationship at the level of significance ($\alpha \leq 0.05$) statistically significant, between the study variables (integrity and transparency, competitive superiority), from the point of view of employees in the Algerian Condor Electronics Corporation.

The importance of the study

The importance of this study stems from the additions it is expected to provide at the scientific and applied levels. At the scientific level, the study derives its importance from the following:

- The link between the study variables (integrity and transparency, competitive superiority) is considered somewhat new, as it touches on one of the intangible elements in organizations, through which they can achieve superiority and distinction at the local and global levels;
- It is considered a complement to previous studies in this vital and relatively new field of business administration, especially since there is an urgent need to conduct more field research related to interpreting the determinants of human behavior, which is concerned with studying the behavioral aspects of workers and employees, especially in Algerian economic institutions, which have become full of evidence and various types of many symptoms such as loss of honesty and lack of integrity, as well as lack of integrity and transparency, and lack of respect for others ...;
- The study focuses on activating the theoretical concepts and principles included within the concept of the dimensions of business ethics and the requirements of competitive superiority, as cognitive mechanisms for dealing with organizational variables related to administrative work.

At the applied level, the study derives its importance from the following:

- Forming a clear perception of the level of integrity and transparency prevailing in Condor, through analyzing the behaviors and actions of individuals and knowing the prevailing values and principles;
- Trying to identify the requirements of competitive superiority prevailing in Condor, through identifying the extent of the availability of its dimensions from the point of view of the opinions of the institution's employees;
- Informing the managers and decision-makers of the institution under study, taking into account the availability of integrity and transparency among officials, as well as the availability of competitive superiority requirements.

Study objectives

This study seeks to analyze the relationship between the dimensions of integrity and transparency and the requirements of competitive superiority in Algerian economic organizations taking Condor as a sample of these organizations. This endeavor includes achieving the following objectives:

- Clarifying the theoretical background of the basic variables related to the study (integrity and transparency, competitive superiority) and trying to demonstrate their importance and role in achieving success and excellence for organizations in general;
- Field analytical identification of the reality of each of the study variables (integrity and transparency, competitive superiority), within the organization under study, according to the opinions of the study samples, and supporting the results reached with appropriate interpretations and analyses;

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- Testing the study hypotheses (awareness, impact, correlation), between the study variables, and trying to reach a systematic and statistical interpretation and analysis of the results and values reached;
 - To come up with a number of recommendations and suggestions that could be of benefit to researchers interested in the topic of this research, or to practitioners, managers, and those responsible for managing each of the Condor organization.

Study Approach

To achieve the research objectives, the following research methods will be employed:

- Descriptive Method: To provide a comprehensive overview of the subject matter from a theoretical perspective.
- Analytical Method: To analyze the relationships between the study variables, including both personal and functional factors of the surveyed workers.
- Inductive Method: To draw conclusions and validate the proposed hypotheses based on the collected data.

Literature Review

The theoretical aspect of the study will address the concepts of (integrity and transparency) as independent variables, where their concept will be addressed and the difference between them will be clarified, in addition to addressing the concept of competitive superiority and its relationship to competitive advantage.

1- Integrity and transparency

Integrity is a lofty moral value embodied in an individual's commitment to the principles of honor, justice, and responsibility in performing his job duties. It means avoiding favoritism and nepotism and applying rules and regulations fairly and equitably to everyone, without discrimination or personal favoritism (Alshaibani, 2014, p. 56). Integrity is a system of values related to honesty, loyalty and trustworthiness in work (Charad, 2013, p. 149). Employees of organizations are required to be honest and fair in performing their duties, and to avoid any actions that may affect their neutrality or independence. They must also adhere to honesty and truthfulness in all their dealings, and avoid any practices that conflict with the interests of the organization (Salam & Besachi, 2018, p. 153).

Transparency is also considered one of the most important factors contributing to enhancing integrity, as it provides a clear and open work environment that reduces the chances of corruption and deviations (Aladhaila & Altarawneh, 2010, p. 66). Transparency is one of the pillars of integrity. It contributes to combating corruption and favoritism and shows who has rights and who has duties (Maino & Arrous, 2020, p. 74). Transparency in language is clarity, lack of ambiguity, and the completion of the vision of the image (Abunasser, 2008, p. 127). Transparency is the process of exchanging information and actions in a clear and open manner. Transparency means that the decision-making procedures in the organization are known to everyone and that information is available to each employee according to his work, which contributes to increasing efficiency and productivity (Djaafira, 2009, p. 40). Transparency, which is a fundamental feature of human relations takes on special importance in the work environment. In organizations, whether private or public, transparency contributes to building bridges of trust between leaders and employees and clarifies the

vision and goals, which increases the sense of belonging and loyalty among employees and motivates them to do their best to achieve success (Al Subaiee, 2010, p. 20).

2- Competitive Superiority

The topic of competitive superiority is one of the important topics that witnessed a difference in the opinions of writers and researchers when defining its concept, but most of the definitions are close in their content and substance and have a single intellectual orientation that seeks to achieve superior value compared to competitors. (Jabbar & Khalediya, 2021, p. 89)

The term superiority is defined by the Cambridge Dictionary as the quality of being better or stronger than others. Competition, as defined by the same dictionary, is the intense desire to win or succeed. The term "competitive superiority" is not explicitly defined in Western dictionaries or lexicons, as it is conceptually similar to, if not identical to, "competitive advantage" in many Western research sources (Cambridge, 2024). As for the definition of competitive superiority according to Western thinkers and writers, they have made great contributions and abundant scientific output in determining the nature of competitive superiority and the most important points related to it. In this regard, we have focused on the most widely used definitions, including:

(Hofer) defines competitive superiority as those areas in which the organization excels over the rest of its competitors with which it works in the same activity (Winlow, 1980, p. 86). (Ulrich and Lake) show that competitive superiority is achieved through two important factors the first is the customer's perceived values, and the second is outstanding performance (Ulrich & Lake, 1991, p. 89). In the same context, (Czepiel) considered that competitive superiority refers to the ability to provide products or services better than competitors and over the long term (Czepiel, 1992, p. 43). (Porter) defined competitive superiority as the organizations ability to develop new and innovative ways of working that outperform its competitors. These methods are not limited to the theoretical aspect but are applied practically to create a new reality that distinguishes the organization from others (Micheal, 1993, p. 48). (Pitts and Lei) define competitive superiority as the organizations exploitation of its capabilities and internal strengths in performing its activities, as it works to generate value that other competitors cannot achieve (A & D, 1996, p. 162). (Richard and R.J) add that competitive superiority represents the unique position that the organization possesses and which it seeks to maintain and develop, through the resources it possesses (Daniel, 2000, p. 11). (Tuominen and Hyvonen) point out that achieving competitive superiority is not limited to one aspect only, but rather requires a combination of technological innovation and managerial innovation. Technological innovations alone are not enough but must be supported by flexible and innovative management systems that can exploit these technologies to achieve maximum value (Matti & Hyvonen, 2004, p. 278). (Kotler) believes that competitive superiority is distinguishing oneself from other competitors by providing greater services and value to customers and clients, either by reducing prices or by providing more benefits that justify higher prices (Philip & All, 2005, p. 421). (Daveni) adds that competitive superiority is the energy that shows the organization its area of superiority over the rest of its competitors and enables it to overcome environmental conditions and challenges (Daveni, Dagnino, & Smith, 2010, p. 27). (Michael et al) believe that competitive superiority is the organizations ability to provide products and services that produce added value to customers and exceed what competitors can provide on an ongoing basis and in the long term while achieving higher and permanent profits (Micheal, Stewart, & Lyman, 2012, p. 83). (Joanna) pointed out that competitive superiority means the organizations ability to convert the competitive advantages it acquires into outputs that outperform competitors (Katarzyna & Joanna, 2016, p. 59). Competitive superiority can also be considered as the positive mental image of the organizations current and future

customers, considering that its brands, products, and services represent the best option compared to competitors for them. It also represents an indicator of the organizations uniqueness and distinction in performing its activities compared to competitors (othman & Jassem, 2011, p. 234).

Competitive superiority is of great importance in the life of organizations, as through it the organization can survive and grow in a highly competitive environment. This importance is demonstrated through the following:

- Competitive superiority refers to the organization's ability to achieve a larger market share than its competitors. This achievement reflects the organization's strength and its ability to attract and retain more customers, which translates into greater customer satisfaction and loyalty compared to its competitors;
- Innovation is the fuel that drives competitive superiority. Through continuous innovation, organizations can create new value for their customers, exceed their expectations, and thus enhance their position in the market;
- Competitive superiority is an important element in the success of business organizations of all types and functions;
- Competitive superiority is the cornerstone of strategic studies of institutions. It is the goal that every organization seeks, and it is the axis around which most research and studies in this field revolve;
- Competitive superiority is considered a protective shield that protects the organization from competitors' attacks and market fluctuations, as it contributes to enhancing its ability to withstand and adapt to continuous changes (Benaouda & Hairech, 2021, p. 93).

Research Method

1- Study tool design

In order to achieve the objectives of any scientific research, especially in the humanities and social sciences, a set of methods must be used to collect various data and information about the phenomenon being studied. Perhaps the most prominent of these tools and methods are the following:

- **Observation:** It is a systematic process that includes directing the senses towards a specific phenomenon to study and analyze it. It is like a mirror that reflects reality as it is, and helps us understand the causal relationships between different variables (Nadji , 2011, p. 65)
- **Interview:** It is a means of investigating facts and information using an organized method based on a dialogue or direct (oral) conversation between the researcher and the researched (respondent).
- **Documents:** These are the papers submitted by the interests of the researched institution, as they show the most important information related to it, as well as the nature of its activity and its most important properties and assets, and also determine its organizational structure and subdivisions.
- **Questionnaire:** It is a direct investigation technique used with individuals, and allows them to be questioned in a directed manner and to conduct quantitative withdrawals with the aim of finding mathematical relationships and making numerical comparisons (Moris, 2010, p. 204)

Based on all the above-mentioned approaches, which we adopted as tools to assist in conducting the field study, we relied primarily on the questionnaire (questionnaire method), as it was built based on many sources and references related to the research topic, as well as relying on specialists and arbitrators in this field, in order to collect the largest possible amount of information that helps in answering the questions and hypotheses of the study. The following will show how the questionnaire was divided into a group of axes, as well as determining how it was processed and unloaded in the Statistical Package for the Social Sciences (SPSS) program.

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Based on this, this questionnaire includes the following axes and paragraph sequence:

- **The first axis:** It is an introductory and motivational message, where we were keen at the beginning of the study to provide a comprehensive explanation of its objectives and methodology, and we reassured the participants of the confidentiality of all data that will be collected. We stressed the importance of not disclosing any personal information, such as name, phone number and email confirming that this data will be used for scientific research purposes only;
- **The second axis:** Including personal and job information, represented in: (gender, age, educational level, nature of the job, work experience);
- **The third axis:** It included paragraphs of integrity and transparency;
- **The fourth axis:** It included dimensions of competitive Superiority.

At the end of the questionnaire, a group of lines were allocated to express the opinions and viewpoints of the respondents on the subject of the study and to add some information and suggestions, if any.

After finalizing the questionnaire and presenting it to a panel of judges, we sought to contact the Condor organization to conduct a field study and distribute it to their employees. We learned that the Condor organization adheres to specific regulations regarding field studies and questionnaire administration, stipulating a maximum sample size of 100 and requiring the institution's management to handle distribution. This policy stems from the need to avoid disruptions to the production line and employee workflow. Consequently, we adapted our approach to these constraints. Regarding sample selection, the study employed a purposive sampling method, ensuring representation across various employee roles (administrative, production, technical, prevention, and security). Upon collecting the completed questionnaires, we found that 74 were suitable for analysis; the remaining responses were discarded due to issues such as carelessness, selecting only one answer option throughout, skipping questions, and other inconsistencies.

2- Cronbach's Alpha: A Measure of Reliability

Typically, Cronbach's alpha ranges from 0 to 1. Higher values indicate greater internal consistency.

- A Cronbach's alpha coefficient of less than 0.6 indicates poor internal consistency between the questionnaire questions, which reduces the reliability of the data collected;
- A Cronbach's coefficient of between 0.7 and 0.6 indicates that the study results have acceptable stability;
- If its value ranges between 0.8 and 0.7, it means that the study has good stability;
- If it is greater than 0.8, it means that the study has excellent and high stability (Azzam, 2015, p. 29)

Table -1-: **Reliability coefficient of the study axes using Cronbach's alpha coefficient**

Paragraph axes	Number of questions	Coefficient value
Integrity and Transparency Variable	08	0.919
Competitive Superiority Variable	20	0.932
Study Variables as a Whole	28	0.949

Source: Prepared by the researchers based on SPSS results.

The results of the stability analysis showed that all study axes enjoy a high level of internal consistency. The Cronbach coefficient for the dimensions (integrity and transparency) reached 0.919 for the variable (competitive superiority) 0.932, and for the study as a whole 0.949. These high values indicate that the tools used in collecting data are highly reliable, and that the results obtained are stable and generalizable.

3- Normal distribution test (Kolmogorov-Smirnov)

In order to confirm that the study follows the normal distribution, the study conducted the Kolmogorov-Smirnov Test, and the study obtained the following results:

Table -2 -: Results of the normal distribution test for the study areas (K-S)

Paragraph axes	Test value	(Sig) value
Integrity and Transparency Variable	0.076	0.088
Competitive Superiority Variable	0.094	0.062
Study Variables as a Whole	0.064	0.200*

Source: Prepared by the researchers based on SPSS results.

The results of Table No. (02) show that the (Sig) values for the study variables as a whole and in its dimensions (integrity and transparency, competitive superiority) were greater than the level of significance and significance ($\alpha \leq 0.05$). The probability value of the integrity and transparency variable reached 0.088, which is greater than the level of significance. Likewise, the probability value of the dimensions of the competitive superiority variable reached 0.052, which is greater than the level of significance. Likewise, the probability value of the study variables as a whole reached 0.200* which is greater than the level of significance. This means that the tests that will be applied to this sample are subject to normal distribution, which requires us to conduct parametric tests.

4- Presentation and analysis of personal and functional data of the study sample

Table -3 -: Distribution Of Samples According To Personal And Functional Data

Personal and Employment Data	Data	Repetitions	Percentages
Gender	Male	59	72.7%
	Female	15	27.3%
	Total	74	100%
Age	Less than 30 years	15	20.3%
	From 31 to 40 years	42	56.8%
	From 41 to 49 years	16	21.6%
	More than 50 years	4	1.4%
	Total	74	100%
Educational Level	Secondary school and below	3	4.1%
	Specialized diploma	11	14.9%
	University diploma	52	70.3%
	Post-graduate diploma	8	10.8%
	Total	74	100%
Nature of Job	Administrative	20	27%
	Production	40	54.1%
	Technical	14	18.9%
	Total	74	100%
Experience	Less than 5 years	19	25.7%
	From 6 to 10 years	30	40.5%

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	From 11 to 20 years	21	28.4%
	More than 21 years	4	5.4%
	Total	74	100%

Source: Prepared by the researchers based on SPSS results.

The results of Table No. (03) show that the study samples are mostly composed of males at a rate of (72.7%) in the Condor organization, while the rate of females in the study sample was (27.3%) meaning that the rate of males in the study samples exceeds the rate of females by three times or slightly more. This is due, according to the student and through observation and roaming within the walls of the institutions, their facilities and structures, to the nature of the work within the organization being studied, requiring a lot of effort and hard work, as well as requiring a lot of technical and technological skills, which are considered primarily men's work in our environment. The rate of females is low in the study samples due to the fact that they are few and occupy administrative positions. It is also clear that the age group predominating in the study sample is between 31 and 40 years old, and accordingly it was ranked first in terms of its contribution to answering the questionnaire questions, at a percentage of (56.8%) in the Condor organization, followed by the age group under 30 years old, which also constituted significant rates, reaching (20.3%) in the Condor organization. This is an indicator that the institution has a youthful category with enormous energy and they have a bright career and professional future, as they seek to search for professional competencies that possess skills and techniques in their field of work.

As for the educational level variable, the majority of the individuals in my study sample are university level (university diploma), as its percentage reached (70.3%) in the Condor organization, we found through our field study and through the nature of the activity of the organization under study that the most prevalent jobs are production and technical jobs, and this is what was shown through the results of the previous table, as the prevalent job is production at a percentage of (54.1%), and it is shown through the results of Table No. (03) that the most prevalent experience category among the study items is less than 10 years combined between (the experience category of less than 5 years, and the experience category between 6 to 10 years), with high percentages if it reached (66.2%) in the Condor organization, and this is due, according to the student, to the fact that the organization has attracted many individuals from the new generation and employs young competencies who have recently graduated from organizations and universities to benefit from their scientific qualifications as well as their energies, enthusiasm and seriousness towards work.

5- Testing the level of awareness of study variables

We utilized a five-point Likert scale for the questionnaire, with the following response options for each statement: (always, often, sometimes, rarely, never). We emphasized to the participants the importance of selecting only one response per item. To quantify the responses, we assigned specific weights to each of the five options, as detailed in the table below:

Table -4 -: The questionnaire's answer options were weighted

Answer choices	Weight
Always	5
Often	4
Sometimes	3
Rarely	2
Never	1

Source: (Mustapha, 2016, p. 189)

To determine the intervals for each point on the five-point Likert scale (minimum and maximum values for each category), we first calculate the range by dividing the total scale range by the number of points: $5(5-1)=0.8$. This value represents the width of each interval. We then add this interval width successively to the lowest value of the scale (1) to define the boundaries of each category:

- Always: 1 to 1.8
- Often: 1.8 to 2.6
- Sometimes: 2.6 to 3.4
- Rarely: 3.4 to 4.2
- Never: 4.2 to 5

The resulting intervals are summarized in the following table:

Table -5 -: Weighted averages and corresponding trend (for items)

Answer choices	weighted average
Never	(1.79_1)
Rarely	(2.59_1.8)
Sometimes	(3.39_2.6)
Often	(4.19_3.4)
Always	(5_4.2)

Source: (Mustapha, 2016, p. 189)

To estimate the level of each variable or dimension, a specific scale is needed to determine the degree of its availability and realization, typically including categories such as (high, medium, low). To calculate the interval width for a five-point Likert scale, we determine the range ($5 - 1 = 4$) and divide it by the number of scale points (5), resulting in an interval width of 0.8. These intervals are then defined by adding this width successively to the lowest scale value:

- Low: 1.00 - 1.80
- Medium: 1.81 - 2.60
- Neutral: 2.61 - 3.40
- High: 3.41 - 4.20
- Very High: 4.21 - 5.00

The results were as follows:

Table -6 -: Weighted averages of dimensions, variables, and their corresponding levels

Answer choices	weighted average
Low	(2.33_1)
Medium	(3.67_2.34)
High	(5_3.68)

Source: (Mustapha, 2016, p. 190)

Table -7 -: Mean and Standard Deviations of the Study Variables as a Whole

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Study variables	Mean	Standard Deviation	Rank	General Direction
Integrity dimension	4.284	0.589	3	High
Transparency dimension	4.341	0.666	2	High
Competitive superiority variable	4.468	0.427	1	High
General level of study	0.425	0.377	/	High

Source: Prepared by the researchers based on SPSS results.

Through the results of the analysis of the level of awareness of the study variables (integrity and transparency, competitive superiority), and using Mean averages and standard deviations, it was shown through Table No. (07) the following:

- The level of the integrity dimension was high in Condor organization, as the weighted Mean average for this dimension reached 4.284, with a standard deviation estimated at 0.589, and as for the ranking of this dimension, it came in 3rd place;
- The level of the transparency dimension was high among employees in Condor organization, as the weighted Mean average for this dimension reached 4.341, with a standard deviation estimated at 0.666, and as for the ranking of this dimension, it came in 2nd place;
- The level of the competitive superiority variable was high among employees in Condor organization, as the weighted Mean average for this dimension reached 4.468, with a standard deviation estimated at 0.427, and as for the ranking of this variable, it came in 1st place;
- As for the general level of the study variables as a whole, it was also high, and thus this is an indicator and evidence of accepting the first hypothesis, which states that: There is a high level of awareness of the study variables (integrity and transparency, competitive superiority) from the point of view of the employees of the Algerian Condor Electronics organization

6- Testing the correlation between study variables

This section seeks to determine the correlation relationships between the main and sub-variables of the study using analytical statistical methods represented by the correlation coefficient (Pearson), which is consistent with parametric tests, as it is clear that all correlation coefficients were statistically significant at the significance value, indicating the existence of a positive and strong correlation relationship, which confirms our acceptance of the second hypothesis, which stated in its content that: There is a statistically significant correlation at the significance level ($\alpha \leq 0.05$) between the study variables (integrity and transparency, competitive superiority), from the point of view of employees at the Algerian Condor Electronics organization.

Table –8- : Pearson Correlation Coefficient Values between Study Variables

Independent variable	Dependent variable (competitive superiority)
Integrity dimension	0.511**
Transparency dimension	0.451**
(**) The correlation is significant at the significance value ($\alpha \leq 0.05$)	

Source: Prepared by the researchers based on SPSS results.

7- Regression variance test between study variables

This section seeks to determine the relationships of influence between the study variables, using analytical statistical methods represented in: regression variance analysis, in addition to simple linear regression, as shown in the following table:

Table -9- : Results of simple linear regression analysis of the impact

The impact	Significance level	R ²	R	T	(β)		
/	0.000	/	/	8.885	2.687	Constant	Integrity dimension
There is	0.000	0.329	0.574	5.947	0.416	Dimension	
$Y = 2.687 + 0.416x_3 + \varepsilon$						The equation	
	0.000			10.775	3.148	Constant	Transparency dimension
There is	0.000	0.225	0.474	4.569	0.304	Dimension	
$Y = 3.148 + 0.304x_2 + \varepsilon$						The equation	
(*) Statistically significant at the significance level ($\alpha \leq 0.05$)							Standard error

Source: Prepared by the researchers based on SPSS results.

The results of Table No. (09) show that there is an effect of the integrity dimension as one of the dimensions of the independent variable on competitive superiority as a dependent variable among employees at Condor organization, based on the fact that the significance value of the integrity dimension reached (0.000), which is less than the significance value we assumed, which is ($\alpha \geq 0.05$), and the values of (R) indicate that there is a correlation between the integrity dimension and the competitive superiority variable, which reached (0.574), meaning that there is an influence relationship between the two variables, while the integrity dimension explained what amounted to (32.9%) of the variance in competitive superiority, and that the rest of the percentage is due to other factors that did not appear in the proposed model, and therefore it is a good explanatory power, while the value of the coefficient (β), which reached (0.416).

Indicates that any change in the integrity dimension by one unit will lead to a change in competitive superiority in its dimensions combined by an amount of (0.416). As shown in Table No. (06), there is an effect of the transparency dimension as one of the dimensions of the independent variable on competitive superiority as a dependent variable among employees at Condor organization, based on the fact that the significance value of the transparency dimension reached (0.000), which is less than the suggested significance value of ($\alpha \geq 0.05$), and the values of (R) indicate the existence of a correlation between the transparency dimension and the competitive superiority variable, which reached (0.474), meaning that there is an influence relationship between the study variables, while the transparency dimension explained (22.5%) of the variance in the dependent variable (competitive superiority), and the rest of the percentage is due to other factors that did not appear in the proposed model, and therefore it is a good explanatory power. As for the value of the coefficient (β), which reached (0.304), it indicates that any change in the transparency dimension by one unit will lead to a change in competitive superiority in its combined dimensions by an amount of (0.304), and according to these results, there is a justification for accepting the third hypothesis that addresses the level of influence between the study variables.

Conclusion

The aim of our research here is to clarify the role of integrity and transparency in achieving competitive superiority in Condor Electronics. After reviewing and analyzing the literature related to the research topic, and through the field study, we reached a set of theoretical and applied results through the research, and we also tried to present a set of proposals related to the researched organization, which we can summarize as follows:

Results

- The study showed that organizational integrity is not just an administrative concept, but is closely linked to individual spiritual and ethical values. An honest employee is one who puts the interests of the work and the institution above his personal interests, and is fair and just in dealing with others, transcending any personal considerations or favoritism;
- The study concluded that organizational transparency is a fundamental pillar for building trust between the organization and various stakeholders, as it means revealing the facts without reservation, and discussing various issues in a rational and transparent manner, which contributes to creating a healthy and productive work environment;
- Through what was mentioned of definitions of competitive superiority in Western and Arab literature and despite the different opinions of researchers and thinkers, the operational definition of competitive superiority was extracted, which means "those capabilities, potentials and unique characteristics that the organization possesses, through its resources (human, material, financial and technological) that help it achieve uniqueness and distinction in all areas, whether (technical, administrative, marketing, strategic ...) compared to competitors, in order to establish its positive mental image among current and future customers, and to try to meet and anticipate their desires and requirements by studying their behavior and knowing their needs, in order to impose its control and achieve a position for it by maintaining its reputation and position in the competitive market;
- On the applied side, the study concluded that the level of awareness was high for the study variables (integrity and transparency, competitive superiority), at Condor Electronics;
- It is clear from the results of the correlation relationship that most of the correlation coefficients between the study variables (integrity and transparency, competitive superiority) were statistically significant at the assumed significance value ($\alpha \geq 0.05$), which indicates the existence of a strong and positive correlation between the study variables;
- Through the results included in the study of the impact relationship, it was found that there is an effect between the study variables (integrity and transparency, competitive superiority) among the employees of Condor Electronics.

Recommendations

In light of the previous results, the research recommends the following to Condor Electronics:

- The necessity of combating corruption by demonstrating the importance and obligation of workers to be honest and transparent;
- Integrity, transparency and accountability are essential pillars for building successful leadership, as they effectively contribute to combating corruption and reducing its negative effects;
- To attract the trust of customers and employees, organizations must be more open and share information about their decisions and procedures. By revealing the mechanisms and standards on which these decisions are based, organizations can build a high level of trust and transparency, which is the essence of organizational transparency;
- Employing qualified resources and competencies in all areas provided by the organization, while training them on mastery and quality in performing their tasks, through which the organization works to improve quality in all its parts and continuously;
- Instead of stereotyping and routine work in production methods, the organization seeks to keep pace with the changes taking place, and to keep pace with the tastes of current and future customers; and to be flexible in dealing with fluctuations in the competitive environment;

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- Work on reviewing prices, whether for manufactured products or services provided and comparing them with other competitors. If there is a difference, the organization strives to reduce production costs to ensure survival in the competitive market and offer products and services at competitive prices.
 - Control the production period of products or the time of providing services, because delivery at the specified times is considered an indicator of the organization's superiority and success in meeting customer desires and thus increasing its reputation and market position;
 - Allocate the necessary efforts and funds for improvement and development, by focusing on creativity in everything the organization offers, and being unique in its thinking and outputs from all competitors.

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