

Organizational Commitment to Integrity and Transparency as a Means to Achieve Perceived Competitive Superiority

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Abstract :

This research aims to examine the impact of organizational commitment to integrity and transparency as a means of achieving perceived competitive superiority in Algerian economic organizations. The research employed both descriptive and analytical approaches and was applied to a purposive sample of 74 employees from Condor Electronics, using a structured questionnaire. Data were analyzed with the Statistical Package for the Social Sciences (SPSS, version 26). The findings can be summarized as follows: The perceived level of integrity, transparency, and competitive superiority was high from the perspective of employees. A statistically significant correlation ($\alpha \leq 0.05$) exists between the study variables (integrity and transparency, and competitive superiority). Simple linear regression analysis confirmed a significant effect of integrity and transparency on competitive superiority among employees of Condor Electronics.

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

JEL Classification Codes: M21; M14; L21.

Introduction:

Contemporary business organizations operate in an environment characterized by constant change, dynamism, and the rapid growth of knowledge and technology, leading to an unprecedented flow of information. This rapid development has been accompanied by the emergence of modern management practices, product diversification, and the creation of new services. These challenges have pushed organizations to search for effective mechanisms to adapt to and control such transformations, in order to achieve their goals and ensure survival in a competitive market. Achieving this requires exploiting strengths, addressing weaknesses, seizing opportunities, and confronting challenges. (Philip & Kevin, 2016, p. 146)

In the past, organizations relied on scarce resources as the main source of competitive advantage, but these proved unsustainable. Attention then shifted to the efficiency of resource utilization, which also failed to meet expectations. Consequently, the focus has moved towards intangible elements as key sources of competitive superiority, notably behaviors influenced by values,

principles, upbringing, environment, and socio-cultural as well as scientific capital. (Micheal P. , 1993, p. 73)

Among these intangible elements, the concepts of **integrity and transparency** have recently received considerable attention in modern management literature, as they play a vital role in enhancing both organizational and employee performance. This comes in response to the growing prevalence of unethical practices and the decline of acceptable moral standards. Ethics have thus become a fundamental requirement in today's business environment, compelling organizations to demonstrate efficiency and effectiveness in their socio-economic performance, by offering safe products and providing accurate and clear information to customers, thereby ensuring a competitive advantage with an ethical dimension. (Muel, 2008, p. 925)

At the same time, **competitive superiority** has become a strategic necessity in today's fast-changing business world. Organizations must achieve it to confront fierce competition and rising challenges, through innovative strategies and by satisfying customer needs in distinctive ways. In this context, the present study examines the relationship between integrity, transparency, and competitive superiority, by clarifying the meaning of integrity and transparency, addressing the concept, importance, and objectives of competitive superiority, and applying this to *Condor Electronics*, one of the leading Algerian companies in the household and technological electrical industry. (Daniel, 2012, p. 116)

Problem Statement

The central research problem can be formulated as follows:

To what extent does the commitment of employees to integrity and transparency contribute to achieving competitive superiority in Condor Electronics, Algeria?

Derived from this problem, the study seeks to answer the following questions:

- What is the concept of integrity? And how is transparency understood in the workplace?
- What is meant by competitive superiority? And what is its importance for business organizations?
- What is the level of employee awareness of the study variables (integrity and transparency, competitive superiority) in Condor Electronics?
- What is the nature of the correlation and influence between these variables from the employees' perspective?

Research Hypotheses

In an attempt to answer the above questions, the study adopts three main hypotheses:

- **H1:** Employees at Condor Electronics demonstrate a high level of awareness of the study variables (integrity and transparency, competitive superiority).
- **H2:** There is a statistically significant positive correlation at the level ($\alpha \leq 0.05$) between integrity, transparency, and competitive superiority from the employees' perspective.
- **H3:** There is a statistically significant influence at the level ($\alpha \leq 0.05$) between integrity, transparency, and competitive superiority from the employees' perspective.

Importance of the Study

The importance of this research lies in the contributions it is expected to make at both the **scientific** and **practical** levels:

- Scientific Importance

This study explores a relatively new relationship in management literature how integrity and transparency influence competitive superiority by focusing on intangible organizational elements that

contribute to institutional distinction both locally and globally. It enriches academic discussions on employee behavior within Algerian institutions, many of which face challenges related to declining honesty, insufficient transparency, and weakened interpersonal respect. The study also operationalizes theoretical concepts related to business ethics and the requirements of competitive superiority as cognitive tools for addressing organizational challenges.

- **Practical Importance**

The study provides an assessment of the level of integrity and transparency within Condor Electronics by analyzing employee behaviors and values. It clarifies the extent to which the requirements of competitive superiority are present from the employees' perspective. Additionally, it offers practitioners, researchers, and decision-makers practical insights on reinforcing integrity and transparency in a way that supports achieving competitive superiority.

Research Objectives

The study aims to analyze the relationship between the dimensions of integrity and transparency and the requirements of competitive superiority in Algerian organizations, using Condor Electronics as a case study, by achieving the following objectives:

- To clarify the theoretical framework of the key study variables and highlight their role in organizational success.
- To assess empirically the reality of integrity, transparency, and competitive superiority within the institution under study, based on employee perceptions.
- To statistically test the study's hypotheses (awareness, correlation, and influence) and provide a systematic statistical interpretation of the results.
- To present recommendations and suggestions that may benefit researchers, practitioners, and decision-makers in Algerian organizations.

Study Limitations

This study faces certain limitations that affected the data collection and analysis process. One of the main constraints was that Condor Electronics was a mandated choice for the study, due to work pressures and production requirements, which limited the researchers to distributing only 100 questionnaires. This restriction was necessary to adhere to the company's operational schedule, as it is part of an integrated production chain generating large daily revenues, making any disruption to operations impossible. Despite this limitation, sufficient data were collected to represent the reality of integrity, transparency, and competitive superiority within the organization.

Research Methodology

To achieve its objectives, the study relies on the following methods:

- **The study population:** includes all employees of **Condor Electronics**, due to the company's leading position in the Algerian household and electronic appliances sector, making it an appropriate model for examining the impact of integrity and transparency on competitive superiority. This population is characterized by diversity in terms of work experience and educational levels, allowing for the collection of data that represents various aspects of the organization.
- **The sample:** was selected using **purposive sampling** to focus on employees most directly related to the study variables and who possess the necessary knowledge and experience to accurately assess integrity, transparency, and competitive superiority. The sample size was determined to be 74 employees, representing a diverse segment of the study population, ensuring reliability and objectivity of the results.

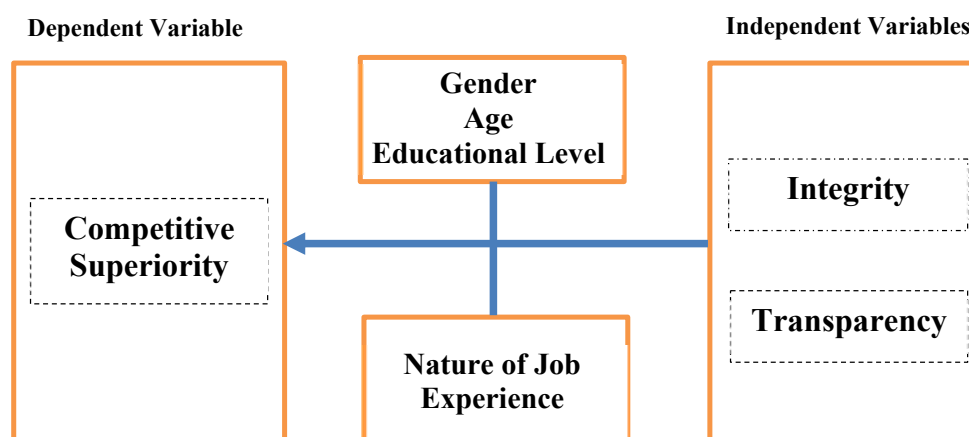
- **Descriptive method:** To present a comprehensive theoretical framework of the study variables.
- **Analytical method:** To analyze the relationships between integrity, transparency, and competitive superiority using field data.
- **Inductive method:** To draw conclusions and validate hypotheses based on empirical evidence.

Study Model

To clarify the study methodology and the relationships between the variables under investigation, we have designed the following model, which illustrates the relationship between the dimensions of integrity and transparency as independent variables and the requirements of competitive superiority as the dependent variable, highlighting the expected impact of integrity and transparency on organizational performance and competitive advantage within the selected organization.

The model also includes **demographic data** of the participants, such as age, gender, and educational qualifications, in addition to **job-related information**, including job title and years of experience, in order to examine the effect of these characteristics on employees' perceptions of the study variables and to ensure a more accurate and reliable analysis of the results.

Figure 01 :Study Model



Note: Prepared by the Researchers.

Study Gap

This study distinguishes itself from previous research in several aspects, most notably in the novelty of addressing the variables and their integrated connection, as it combines the dimensions of integrity and transparency with the requirements of competitive superiority within a single framework. Additionally, the study is unique in applying these variables to Condor Electronics, one of the leading companies in the Algerian electronic and household appliances sector, providing a practical and realistic perspective on the impact of integrity and transparency on organizational performance and competitive advantage in a highly dynamic local environment, thereby filling a knowledge gap not directly addressed in earlier studies.

I. Literature Review

1. Integrity and Transparency

Integrity is a fundamental moral value reflected in an individual's commitment to the principles of honesty, justice, and responsibility in carrying out professional duties. It entails refraining from favoritism or nepotism, and ensuring that rules and regulations are applied fairly and

equitably to all, without discrimination or personal bias. (Alshaibani, 2014, p. 56). Integrity is a set of values related to honesty, loyalty, and trustworthiness in the workplace (Charad, 2013, p. 149). Employees in organizations are expected to demonstrate honesty and fairness in performing their duties, while avoiding any actions that may compromise their neutrality or independence. They are also required to uphold truthfulness in all interactions and to refrain from practices that conflict with the organization's interests. (Salam & Besachi, 2018, p. 153).

Transparency is also considered one of the most important factors that enhance integrity, as it creates a clear and open work environment that reduces the likelihood of corruption and deviations. (Aladhaila & Altarawneh, 2010, p. 66). Transparency is one of the pillars of integrity, as it contributes to combating corruption and favoritism, and clarifies who holds rights and who bears duties. (Maino & Arrous, 2020, p. 74). Transparency, in language, means clarity, absence of ambiguity, and the full realization of the image. (Abunasser, 2008, p. 127). Transparency is the process of exchanging information and actions in a clear and open manner. It means that the decision-making procedures within the organization are accessible to everyone, and that information is made available to each employee according to the requirements of his or her work, which contributes to enhancing efficiency and productivity. (Djaafira, 2009, p. 40). Transparency plays a vital role in recruitment practices.

Human resource managers are expected to provide clear and detailed job descriptions that explicitly define roles and responsibilities. (Mahdi & Gaoussi, 2025, p. 93). Transparency, which is a fundamental feature of human relations, takes on special importance in the work environment. In organizations, whether private or public, transparency helps build bridges of trust between leaders and employees, clarifies the vision and goals, and strengthens employees' sense of belonging and loyalty, motivating them to give their best to achieve success. (Al Subaiee, 2010, p. 20).

2. Competitive Superiority

The topic of competitive superiority is one of the important issues that has witnessed differences in the opinions of writers and researchers regarding its definition. However, most definitions are similar in content and substance, sharing a common 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," according to the same dictionary, refers to the strong 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 with "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 significant contributions and extensive scientific output in clarifying its nature and the key aspects related to it. In this regard, we have focused on the most widely used definitions. For example, Hofer defines competitive superiority as the areas in which an organization outperforms its competitors operating in the same field of activity. (Dan & Charles, 1980, p. 86). Competitive superiority is achieved through two important factors: the first is the customer's perceived value, and the second is outstanding performance. (Ulrich & Lake, 2019, p. 89). In the same context, competitive superiority to be the ability to provide products or services that are better than those of competitors, and to sustain this over the long term. (Czepiel, 1992, p. 43). Competitive superiority as an organization's ability to develop new and innovative ways of working that outperform its competitors.

These methods are not confined to the theoretical aspect but are applied in practice to create a new reality that sets the organization apart from others. (Micheal, 1993, p. 48). Competitive superiority as an organization's exploitation of its capabilities and internal strengths in carrying out

its activities, thereby creating value that competitors cannot achieve. (David & Robert, 2016, p. 162). Add that competitive superiority represents the unique position that an organization possesses and seeks to maintain and develop through the resources at its disposal. (Daniel, 2012, p. 11).

Achieving competitive superiority is not limited to a single aspect; rather, it requires a combination of technological and managerial innovation. Technological innovations alone are not sufficient but must be supported by flexible and innovative management systems capable of leveraging these technologies to achieve maximum value. (Matti & Hyvonen, 2004, p. 278).

Competitive superiority lies in distinguishing oneself from other competitors by offering greater services and value to customers, either through reducing prices or by providing additional benefits that justify higher prices. (Philip & al, 2005, p. 421). Competitive superiority is the driving force that highlights the organization's areas of excellence over its competitors and enables it to overcome environmental conditions and challenges. (Daveni, Dagnino, & Smith, 2010, p. 27). Competitive superiority is the organization's ability to deliver products and services that create added value for customers and consistently exceed what competitors can offer, while ensuring higher and sustainable profits in the long term. (Micheal, Stewart, & Lyman, 2012, p. 83).

Competitive superiority refers to the organization's ability to transform the competitive advantages it acquires into outputs that surpass those of its competitors. (Katarzyna & Joanna, 2016, p. 59). Competitive superiority can also be seen as the positive perception held by the organization's current and future customers, considering its brands, products, and services as the best option compared to competitors. It further serves as an indicator of the organization's uniqueness and distinction in performing its activities relative to competitors. (Rodina & Jassem, 2011, p. 234).

Competitive superiority holds significant importance in the life of organizations, as it enables them to survive and thrive in highly competitive environments. Its importance can be highlighted as follows:

- Competitive superiority reflects the organization's ability to secure a larger market share than its competitors. This demonstrates its strength in attracting and retaining customers, which translates into higher levels of satisfaction and loyalty;
- Innovation serves as the main driver of competitive superiority. By continuously innovating, organizations can create new value, exceed customer expectations, and strengthen their market position;
- It is a critical factor for the success of business organizations, regardless of their size or function;
- Competitive superiority represents the cornerstone of strategic studies, as it is the ultimate goal pursued by organizations and the central focus of much research in this field;
- It also acts as a protective shield against competitors' strategies and market fluctuations, enhancing the organization's resilience and adaptability to ongoing changes (Benaouda & Hairech, 2021, p. 93).

Based on the above, we conclude that. Competitive superiority is the organization's ability to transform its internal strengths and acquired competitive advantages into sustainable value that exceeds customer expectations, distinguishes it from competitors in the long term, and ensures resilience against market fluctuations. It reflects not only the possession of unique resources or capabilities but also the continuous ability to innovate, adapt, and maintain a superior position in the market.

II. Research Methodology

- Data Collection Tool (Questionnaire)

The study relied on a **questionnaire** as the primary tool for collecting field data, due to its ability to gather quantitative information from participants in a structured manner and enable statistical analysis of relationships between variables. The questionnaire was carefully designed based on a review of multiple academic sources and specialized references related to the research topic, while also benefiting from the input of academic and practitioner **reviewers** to ensure content quality and alignment with the study objectives.

- Role of Reviewers in Questionnaire Validation

A group of academic and practitioner reviewers was consulted to critically evaluate the questionnaire content, ensuring clarity of wording, accuracy of concepts, and alignment of the questions with the study objectives. The reviewers contributed by modifying items, adding necessary elements, and confirming the questionnaire's suitability for field application.

Table 1. List of Academic and Professional Reviewers

No	Name	Academic Rank/Position	Field/Role	Affiliation Workplace	Location	Role In Questionnaire Review
1	Mustafa Ben Aouda	Professor	Business Administration	Faculty of Economics, Business and Management Sciences, Djelfa	Algeria	Reviewed clarity and relevance of items
2	Fouad Amira	Lecturer	Commerce	Faculty of Commerce, Cairo University	Egypt	Reviewed theoretical alignment
3	Boujelban Younes	Professor	Economic Sciences	Dean, Faculty of Economics and Management, Sfax	Tunisia	Verified content validity
4	Mohamed Mostafa Kamal	Professor	International Trade	Director, Institute of Arab Research & Studies, Cairo	Egypt	Reviewed question formulation
5	Abdelkader Houa	Lecturer A	Accounting	Faculty of Economics, Business and Management Sciences, Djelfa	Algeria	Checked measurement clarity
6	Ahmed Badawi	Professor	Social Sciences	Director, Arab Center for Social Sciences, Cairo	Egypt	Checked overall comprehensiveness
7	Rachid Muslim	HR Director	Human Resources	Condor Electronics	Algeria	Reviewed practical applicability
8	Fadila Ben Moussa	Training Officer	Training Department	Condor Electronics	Algeria	Reviewed clarity for employees
9	Beliali Ishaq	Training Manager	Training Department	Geant Electronics	Algeria	Reviewed relevance to field work

Note: Prepared by the Researchers

- Questionnaire Structure

The questionnaire was structured into the following axes and sections:

1. **First Axis:** An introductory and motivational message explaining the study objectives and methodology, emphasizing **data confidentiality**, non-disclosure of personal information, and use solely for scientific research purposes.
2. **Second Axis:** Personal and job-related information, including gender, age, educational level, job title, and years of work experience.
3. **Third Axis:** Items related to integrity and transparency.
4. **Fourth Axis:** Items related to the dimensions of competitive superiority.

Additionally, a dedicated section at the end of the questionnaire allowed respondents to share their opinions, perspectives, and any additional suggestions or relevant information regarding the research topic.

1. Cronbach's Alpha: A Measure of Reliability

Cronbach's alpha typically ranges from 0 to 1, with higher values indicating stronger internal consistency. A value below 0.6 reflects weak reliability, between 0.6 and 0.7 indicates acceptable stability, between 0.7 and 0.8 suggests good stability, and values above 0.8 demonstrate excellent reliability. (Azzam, 2015, p. 29)

Table 2. 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

Note: Authors' calculation using SPSS.

The results of the reliability analysis showed that all study dimensions demonstrated a high level of internal consistency. The Cronbach's alpha coefficient for the dimensions of integrity and transparency was **0.919**, for the variable of competitive superiority it was **0.932**, and for the study as a whole it reached **0.949**. These values indicate that the tools used for data collection are highly reliable, and that the results obtained are both stable and generalizable.

2. Normal distribution test (Kolmogorov-Smirnov)

In order to confirm that the study data follow a normal distribution, the Kolmogorov-Smirnov Test was conducted, and the following results were obtained:

Table 3. 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*

Note: Authors' calculation using SPSS.

The results of Table (02) indicate that the (Sig) values for the study variables and their dimensions (integrity and transparency, competitive superiority) were all greater than the significance level ($\alpha \leq 0.05$). Specifically, the probability values were **0.088** for integrity and transparency, **0.052** for competitive superiority, and **0.200** for the study as a whole. Since all values exceeded the significance level, this confirms that the data follow a normal distribution, allowing for the use of parametric tests.

3. Presentation and analysis of personal and functional data of the study sample

In this section, we will attempt to study and analyze the personal data of the study sample, such as gender, age, and educational level, along with job-related variables including nature of the job and experience. This will be conducted using descriptive analysis through percentages and frequencies, aiming to provide a clear picture of the demographic and professional characteristics of the participants and to understand the diversity of the sample and the potential impact of these characteristics on their perceptions of the study variables.

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

Note: Authors' calculation using SPSS.

The results of Table (03) indicate that the study sample in Condor is predominantly male, representing **72.7%**, compared to **27.3%** females. This gender gap is attributed to the nature of the organization's work, which requires physical effort and technical skills typically associated with male-dominated roles, while females are fewer and mainly occupy administrative positions. In terms of age, the largest group falls between 31 and 40 years old (**56.8%**), followed by those under 30 (**20.3%**), reflecting a youthful workforce with promising potential. Regarding education, the majority hold university diplomas (**70.3%**), consistent with the prevalence of technical and production jobs, which constitute **54.1%** of positions. Finally, most employees have less than 10 years of experience (**66.2%**), indicating that the organization relies heavily on young, recently graduated talents, benefiting from their qualifications, energy, and enthusiasm.

4. Testing the level of awareness of study variables

The following table will be used to examine the level of awareness of the study variables from the perspective of employees at Condor Electronics. This awareness will be analyzed using mean scores and standard deviations, aiming to assess the extent to which employees are aware of the

dimensions of integrity, transparency, and competitive superiority, and to identify differences in perceptions among the sample in a precise and systematic manner.

Table 5. Mean and Standard Deviations of the Study Variables as a Whole

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

Note: Authors' calculation using SPSS.

The table shows that the arithmetic means of the integrity, transparency, and competitive superiority dimensions all fall within a **high level**. The competitive superiority dimension recorded the highest mean (**4.468**) with a standard deviation of (**0.427**) and ranked first, followed by the transparency dimension with a mean of (**4.341**) and a standard deviation of (**0.666**), then the integrity dimension with a mean of (**4.284**) and a standard deviation of (**0.589**). All dimensions reflect a high level of perception among the study participants.

The overall level of the study recorded a high mean of (**4.425**) with a relatively low standard deviation of (**0.377**), indicating a clear convergence in participants' responses and confirming the general positive evaluation of the three dimensions related to integrity, transparency, and competitive superiority.

5. Testing the correlation between study variables

This section aims to examine the correlation between the main and sub-variables of the study using analytical statistical methods represented by Pearson's correlation coefficient, which is consistent with parametric tests. The results showed that all correlation coefficients were statistically significant at the level of significance ($\alpha \leq 0.05$), indicating the existence of a strong positive correlation. This supports the acceptance of the second hypothesis, which states that there is a statistically significant correlation at the level of significance ($\alpha \leq 0.05$) between the study variables (integrity and transparency, competitive superiority) from the perspective of employees at the Algerian Condor Electronics organization.

Table 6. Pearson Correlation Coefficient Values between Study Variables

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

Note: Authors' calculation using SPSS.

6. Regression variance test between study variables

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

Table 7. 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	Transparency dimension
	0.000			10.775	3.148	Constant	
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

Note: Authors' calculation using SPSS.

The results of Table No. (06) indicate that the integrity dimension, as one of the independent variables, has a significant effect on competitive superiority as a dependent variable among Condor employees. The significance value of the integrity dimension was **(0.000)**, which is lower than the assumed level ($\alpha \leq 0.05$). The correlation coefficient (R) reached **(0.574)**, while the coefficient of determination (R^2) indicated that integrity explains **(32.9%)** of the variance in competitive superiority. This means that integrity has a moderate to strong effect, whereas the remaining variance is attributed to other factors not included in the proposed model. The regression coefficient ($\beta = 0.416$) confirms that a one-unit increase in integrity leads to a 0.416 increase in competitive superiority.

Similarly, the transparency dimension also showed a significant effect on competitive superiority, with a significance value of **(0.000)**, less than ($\alpha \leq 0.05$). The correlation coefficient (R) was **(0.474)**, and the coefficient of determination (R^2) revealed that transparency explains **(22.5%)** of the variance in competitive superiority, which indicates a moderate effect. The regression coefficient ($\beta = 0.304$) shows that a one-unit increase in transparency results in a **0.304** increase in competitive superiority.

Accordingly, these findings support the third hypothesis, which states the existence of a statistically significant influence relationship between the study variables, with integrity having a relatively stronger effect than transparency.

III. Conclusion

The aim of this research was to clarify the role of integrity and transparency in achieving competitive superiority at Condor Electronics. Based on literature review and field study, the research reached both theoretical and applied results.

Results

The study results indicate that employees of Condor Electronics demonstrate a high level of awareness of integrity, transparency, and competitive superiority, reflecting their understanding of the importance of these values in the organizational context. **Integrity** is not merely an administrative concept but is deeply rooted in moral and ethical principles, emphasizing fairness and prioritizing organizational interests over personal ones. Meanwhile, transparency serves as a cornerstone for building trust with stakeholders through openness, rational discussions, and disclosure of facts, contributing to a productive work environment.

From a statistical perspective, correlation analyses revealed strong and significant positive relationships between integrity, transparency, and competitive superiority, confirming the close interconnection of these variables within the practical context of the organization. Furthermore, simple linear regression analyses demonstrated that both integrity and transparency have a significant and meaningful impact on competitive superiority, supporting the notion that enhancing these ethical values within the organization can directly improve competitive advantage and organizational performance.

These findings provide tangible statistical evidence that investing in ethical values and transparent behaviors not only elevates employee commitment but also strengthens competitive superiority in modern organizations, particularly in dynamic environments such as Condor Electronics.

Recommendations

- Promote integrity, transparency, and accountability to combat corruption and strengthen leadership.
- Enhance openness in sharing decisions and procedures to build trust with employees and customers.
- Invest in qualified resources and continuous training to ensure quality and excellence.
- Adopt flexibility and innovation in production and marketing strategies to adapt to market changes and customer preferences.
- Monitor pricing, costs, and delivery times to maintain competitiveness and strengthen market position.
- Allocate resources for creativity and development to ensure distinction and sustainability in the competitive market.

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