

The Role of Change Approaches in Achieving Competitive Advantage in Jordanian Telecom Companies Case Study on Umniah Telecommunications Company

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Abstract:

The study aimed at identifying the role of change approaches in achieving competitive advantage in Jordanian telecom companies through a case study on Umniah Company. The researcher used the questionnaire to identify the role of change approaches. The study sample consisted of (70) employees in Umniah company. Descriptive and analytical approach was used. The study concluded with a set of results that the arithmetic mean of the items of the dimension of organizational culture has reached (3.59) which is at a high level, and this indicates that there is a role for organizational culture as one of the change approaches in achieving competitive advantage. The results also showed that the arithmetic mean of the dimension of quality management items has reached (3.52) which is also located in the high level, and this also indicates that there is a role of quality management as one of the change approaches in achieving competitive advantage, and finally the results of the study was showed that there are no statistically significant differences at the level of significance (0.05) among the responses of employees of Umniah company about the role of change approaches in achieving competitive advantage, attributed to study variables (job title, job department).

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I. INTRODUCTION

The success and development of companies and business organizations and their leadership at the global level coincide with the ability to adopt new mechanisms and employ them in the management of their affairs, including the approaches to change related to organizational culture and quality management (Hazawi, 2016). Change approaches are a means for all contemporary organizations. Through these approaches, organizations face challenges in the context of the ICT revolution, as well as the inevitability of change that affects all levels of the telecommunications sector (Al-Skarna, 2010).

It is worth mentioning that the competitive advantage is an essential goal that telecommunications companies seek to achieve, through the approaches of change. However, telecommunications companies are not isolated from the global trend towards achieving competitiveness, so telecommunications companies seek to develop their management through the ability to adapt

to global changes to achieve excellence in quality and competitive advantages (Khan, & Wahab, 2010).

On the other hand, telecommunications companies are concentrating their role in raising their performance, as these companies are an opportunity to build a strong economy. So, telecommunication companies are considered the most important sectors to support the public treasury with revenues. Moreover, this vital sector contributes to the process of economic and social development (Fraser, 2010).

It should be noted in this regard that telecommunications companies should focus on the organization in its work, in addition to the quality in the provision of services, in order to achieve a high competitive advantage, so it can compete with other companies. In the case these telecommunications companies ignore these regulatory principles and working within comprehensive quality this will lead to put them at the back of the competitors, thus turning the company into a losing competitor (Chou, 2009).

As a result of international and regional developments in the field of telecommunications, the

telecommunications sector in Jordan has started to keep pace with these developments in terms of organization and management. Consequently and as a result of this transformation telecommunication companies in Jordan have started to provide their services with high quality depending on the marketing of offers such as lower prices, increased quality of service among competitors, and the provision of diverse services and advanced technology, which raised the level of competition between companies (Al Shoura, 2018).

In this sense, Umniah considers that the mistakes that lead to the transfer of the customer to another company, whether it is technical in terms of coverage, quality of Internet services or technical problems, is a marketing opportunity that Umniah always seeks to overcome in order to retain its customers, and also an opportunity to increase its market share. Thus, achieving a high competitive advantage (Al Shaarat, 2014).

There are many studies that touched on the approaches of change in achieving competitive advantage, in different organizations and companies. However, the researcher will be limited only to the telecommunications companies in the current research. Abu Taha's study (2018) aimed to show the entrepreneurial characteristics such as innovation, hostility in competition and independence and their impact on achieving competitive advantage. The results of the study showed that there is a high level of entrepreneurial characteristics, competitive advantage and organized skill in the researched companies.

Mohamed's study (2015) showed the impact of organizational culture and knowledge management factors on competitive advantage in the Jordanian Telecom company Orange. The study found that there is an effect of organizational culture factors on the competitive advantage of Orange.

Ocasha study (2008) revealed the impact of organizational culture on the level of job performance in Paltel, the Palestinian telecom company. The study concluded that there is a positive effect of organizational culture on the level of job performance in the Palestinian Telecommunications Company.

Based on the above, research into the role of change approaches in achieving competitive advantage Umniah telecommunications company is justified, according to international standards adopted by international companies, and the advancement of technology in the quality of services provided by telecommunications companies to achieve a competitive advantage. Among these justifications also that the outputs of Umniah telecommunications company, such as quality, become more able to satisfy customers about these services.

II. PROBLEM OF THE STUDY

Adopting the approaches of change in achieving competitive advantage is one of the most important factors that ensure the survival of companies, and in light of the turmoil, change, the increased risk, tension and hostility in the competition among companies in the field of communications, it became necessary for these companies to adopt the approaches to change as they help in creating a work environment in which telecommunication companies, including Umniah Telecom, can, through their distinctive business environment, provide services to their customers to gain their satisfaction, as well as exploit risky market opportunities, albeit high as they generate returns.

Through this vision, many studies have confirmed the importance of several factors in providing a distinct work environment in companies. Al Shawabkah (2016) sought to reveal the impact of implementing the human resources strategy in achieving the competitive advantage in the Jordanian telecommunication sector and this study concluded that the human resources management strategy exerts a significant influence in achieving competitive advantage. In addition to that Fu, et al (2016) study also emphasized the importance of intellectual capital and organized skill in Chinese and Irish service companies.

In this context, it is imperative for Umniah to adopt the approaches of change in order to highlight its distinguished role in service and technology, in addition to fueling the spirit of positive competition to achieve a competitive advantage among other companies. Accordingly, the present study sought to reveal the role of change approaches in achieving competitive advantage in Jordanian telecom companies, through a case study on Umniah Company. The main question of the problem of the study is as follows:

What is the role of the approaches of change in achieving competitive advantage in the Jordanian telecommunications companies?

III. QUESTIONS OF THE STUDY

1. What is the role of organizational culture as one of change entries in achieving competitive advantage in Umniah Telecommunications Company?
2. What is the role of quality management as one of change entries in achieving competitive advantage in Umniah Telecommunications Company?
3. Are there statistically significant differences at the level of significance (0.05) among the responses of the employees of a Umniah company about the role of change approaches in achieving competitive advantage, due to the study variables (job title, job department)?

IV. OBJECTIVES OF THE STUDY

1. Identifying the role of organizational culture as one of change entries in achieving competitive advantage in Umniah Telecommunications Company.
2. Identifying the role of quality management as one of change entries in achieving competitive advantage in Umniah Telecommunications Company.
3. Identifying whether there were statistically significant differences at the level of significance (0.05) among the responses of the employees of a Umniah company about the role of change approaches in achieving competitive advantage, due to the study variables (job title, job department).

V. SIGNIFICANCE OF THE STUDY

The significance of this study stems from several considerations, the most important of which are:

1. This study derives its significance through the pioneering characteristics of the approaches of change in achieving competitive advantage.
2. Highlighting the significance of the approaches of change in achieving competitive advantage in Umniah Telecom Company.
3. Disclosing the role played by Umniah Company towards customer satisfaction in its services.

VI. TERMS OF THE STUDY

Approaches of Change: They are defined as effective processes and management methods to transform an organization or company into a better construction state in its expected future development, through a range of approaches such as total quality management, organizational culture, and restructuring, in order to achieve a competitive advantage for the company (Ambad&Wahab, 2016).

Competitive Advantage: It is defined as the capabilities of a company to compete in the performance of its activities and in meeting the needs of customers (Maani, et al., 2016). It is also defined as the unique advantage of the company through which it outperforms competitors (Amin et al, 2016).

Umniah Telecommunication Company: It is a Jordanian mobile telecommunications company, established in 2005. It is a subsidiary of Batelco Bahrain. Umniah has more than 2.4 million mobile phone subscribers and a 31% market share (Al-Shaarat, 2014).

VII. DELIMITATIONS OF THE STUDY

The study was limited to reveal the role of the change approaches in achieving the competitive advantage in the Jordanian telecommunications companies through a case study on Umniah company. The study was conducted in 2019 on the employees of Umniah Company in Jordan.

THE FIELD STUDY

The field study procedures included defining the methodology, describing the study population, the instrument used, its indications of validity and reliability, and how the data was analyzed. The following is an explanation.

METHOD OF THE STUDY:

The study adopted the descriptive analytical approach, which is limited to the collection of data and facts, then classifying and categorizing them. The descriptive approach is defined as the approach that studies a phenomenon with a view to describing it and collecting accurate information about it, as it is concerned with the study of reality and as an accurate description "and is expressed qualitatively or quantitatively (Obeidat et al., 2014).

POPULATION:

The study population consisted of employees in Umniah company through a purposive sample of (70) employees. The following table shows the distribution of the study sample.

Table (1) The Distribution of the Study Sample

Variables	Percentage	Frequency
Job Title		
Director of the Department	% 11.4	8
Head of the Department	% 28.6	20
Employees	% 60.0	42
Job Department		
Engineering and Information Technology Department	% 44.29	31
Sales Department	% 34.29	24
Human resources department	% 10.0	7
Quality Management Department	% 11.42	8
Total	%100	70

CHARACTERISTICS OF THE STUDY SAMPLE:

It is clear from Table (1) that the study population is distributed according to the job title variable to (8) of the department director category representing (11.4%) and (20) in the category of head of department (28.6%) and (42) in the category of employees (60.0%). It is also clear from table (1); that the sample of the study was distributed according to the job department to (31) in the Engineering and Information Technology Department (44.29%); (24) in the sales department (34.29%); (7) in the human resources department (10.0%), and (8) in the quality management department (11.42%).

INSTRUMENT OF THE STUDY:

To achieve the objectives of the study, the researcher prepared a questionnaire that included a set of items that measure the role of change approaches in achieving competitive advantage in Umniah Telecommunications Company. The questionnaire consisted of (14) items, distributed between the dimensions of organizational culture and quality management.

VALIDITY OF THE QUESTIONNAIRE

Face Validity: The questionnaire was presented in its

initial form to a group of (5) arbitrators, the observations of the arbitrators were taken, and the amendments were made by the researcher.

Internal Consistency Validity: The correlation coefficients were calculated between the questionnaire items, and the following table shows the procedures for calculating the validity of internal consistency.

Table (2) Pearson Correlation coefficients of the questionnaire dimensions

dimensions	correlation coefficients	Sig.(2- tailed)
Organizational culture	0.739**	0.000
Quality Management	0.652**	0.000

Table 2 shows that the correlation coefficients for dimensions of organizational culture and of quality management are high correlation coefficients and are statistically significant at the level of (0.000). This indicates that the scale of the study has high validity of internal consistency.

RELIABILITY

Cronbach's Alpha: The following table shows the coefficients of the questionnaire using the Cronbach's Alpha equation.

Table (3) Cronbach's Alpha coefficients of the questionnaire dimensions

dimensions	Cronbach's Alpha
Organizational culture	0.752
Quality Management	0.692
Total reliability Coefficient	0.862

Table (3) shows that the Cronbach's alpha coefficients for the reliability of the questionnaire reached (0.862), which is a high coefficient of reliability.

VIII. DISCUSSION

The First Question: What is the role of organizational culture as one of change entries in achieving competitive advantage in Umniah Telecommunications Company?

To answer this question, the arithmetic means and standard deviations of the responses of the sample were calculated for each of the items of the organizational culture dimension, in descending order, and the following table illustrates this.

Table (4) Arithmetic means and standard deviations of the of the organizational culture dimension

N	Items	Mean	Standard deviation	Order	Role
4	Encouraging the harmony of teamwork is a priority of the organizational culture in Umniah.	3.67	1.763	1	high
6	Determine the tasks to be performed based on the wishes and abilities of employees in Umniah company.	3.65	1.962	2	high
3	The need for the organization to create a work environment stimulating creativity and participation in the success of Umniah company.	3.61	1.683	3	high
7	Amending laws and regulations for the benefit of the company and its employees.	3.58	0.625	4	high
5	Implement a system of reward and appreciation of efforts based on efficiency and productivity.	3.57	0.821	5	high
2	Managers explain the rules, procedures and orders to everyone at Umniah.	3.53	0.735	6	high
1	Encouraging the teamwork in accordance with the organization and coordination in Umniah Company.	3.51	0.905	7	high
	Weighted Mean	3.59	0.178	-	high

From table (4), it is clear that the arithmetic mean of the responses of the sample to the items of the dimension of organizational culture has reached (3.59) and it is at the high level. This can be explained by the fact that Umniah Company is adopting the organizational culture as one of change approaches to achieve the competitive advantage, and that is due to the fact that Umniah company needs to determine the tasks to be implemented based on the wishes and abilities of its employees and keep them informed on all new, especially regulations, laws, procedures and rules, in order to encourage the harmony of teamwork, which is a priority of the organizational culture that contributes in

making sound decisions, especially senior decision discussion and participation of employees and the interaction among the different administrative levels.

The Second Question: What is the role of quality management as one of change entries in achieving competitive advantage in Umniah Telecommunications Company?

To answer this question, the arithmetic means and standard deviations of the responses of the sample were calculated for each of the items of the quality management dimension, in descending order, and the following table illustrates this.

Table (5) Arithmetic means and standard deviations of the of the quality management dimension

N	Items	Mean	Standard deviation	Order	Role
5	Achieving quality services by meeting the changing needs of customers.	.361	1.763	1	high
2	Involving the customers in determining the required level of service.	.359	1.962	2	high
7	Commitment and fulfillment towards the company's customers to provide the required services on the stated date.	.355	1.683	3	high
4	Achieving new features and features of the service continuously and immediately.	.351	0.625	4	high
6	Improving the quality of services through network communications in predicting the demand and quality of those services.	.348	0.821	5	high
1	Obtaining international quality certificates, such as ISO and comply with their requirements.	.345	0.735	6	high
3	Achieving total quality through customer service	.343	0.905	7	high
	Weighted Mean	3.52	0.178	-	high

From table (5), it is clear that the arithmetic mean of the responses of the sample to the items of the dimension of quality management has reached (3.52) and it is at the high level. This can be explained by the fact that Umniah Company depends on the principles of quality

management through the involvement of all levels of management and exchange of views and taking their suggestions in the process of improving and developing the service and quality and change for the better to obtain international quality certificates, such as ISO and compliance with its requirements. This drives employees

to perform their services properly and as required to make the agents feel confident and secured in their dealings with the institution, in terms of reliability and credibility with the commitment and fulfillment of its promises to its customers to provide the services required for them on the date announced by it, in addition to that, Umniah company owns modern and sophisticated buildings, equipment, and means of communication to improve the quality of its services.

The third Question: Are there statistically significant differences at the level of significance (0.05) among the responses of the employees of a Umniah company about the role of change approaches in achieving competitive advantage, due to the study variables (job title, job department)?

The First Hypothesis: There are no statistically significant differences at the level of significance (0.05) among the responses of the employees of Umniah company about the role of change approaches in achieving competitive advantage, due to the study variable job title. The zero hypothesis was tested using the One Way Anova test, as shown in the following table:

Table (6) The results of the analysis of the One Way Anova test according to variable job title

Job Title	N	Mean	Standard deviation	F-Value	Significance	Decision
Director of the Department	8	123.90	13.103	2.291	0.060	insignificant

Head of the Department	2	112.35	12.576
Employees	4	109.74	14.548

The results in Table (6) indicate that the calculated value (F) was (2.291), which is not statistically significant at the significance level (0.05), where the value of the significance level (0.060) > (0.05). This confirms that there are no statistically significant differences at the level of significance (0.05) among the responses of the employees of a Umniah company about the role of change approaches in achieving competitive advantage, due to the study variable job title. This can be attributed to the organizational vision from which all employees of Umniah Company, whether they are managers, department heads or employees are based on where all of them emphasize the importance of employing organizational culture and quality of work, in order to achieve a competitive advantage for Umniah Company among the other companies in Jordan.

The Second Hypothesis: There are no statistically significant differences at the level of significance (0.05) among the responses of the employees of a Umniah company about the role of change approaches in achieving competitive advantage, due to the study variable job department.

The zero hypothesis was tested using the One Way Anova test, as shown in the following table:

Table (7) The results of the analysis of the One Way Anova test according to variable job department

Job Department	N	Mean	Standard deviation	F-Value	Significance	Decision
Engineering and Information Technology Department	31	197.23	12.138	2.770	0.070	insignificant
Sales Department	24	187.62	11.872			
Human resources department	7	156.74	12.449			
Quality Management Department	8	151.09	11.804			

The results in Table (7) indicate that the calculated value (F) was (2.770), which is not statistically significant at the significance level (0.05), where the value of the significance level (0.070) > (0.05). This confirms that there are no statistically significant differences at the level of significance (0.05) among the responses of the employees of a Umniah company about the role of change approaches in achieving competitive advantage, due to the study variable job department. This is due to the fact that all employees in the departments of Umniah know the reality of the company in terms of achieving the quality of

services by meeting the changing needs of customers; in addition to that the managers in the company always clarify the rules, procedures and orders for all. This makes the company enter the competition, and therefore it makes sense that there is no statistically significant difference among the responses of the employees regarding the organizational culture and quality management within the departments of the company.

IX. RECOMMENDATIONS

1. Emphasize the importance of employing change

approaches in organizations and companies so that they can achieve high competitive advantage.

2. Focusing on management practices related to planning and organization in Jordanian telecommunications companies.

3. Promoting the principle of feedback towards improving the administrative performance of the employees of Umniah Company.

4. . Focusing on the coordination and follow-up practices carried out by the company's managers with the workers to reach special quality of services.

5. Training the employees of Umniahon preparing operational plans emanating from effective management practices.

6. The need to develop standards of total quality management and organizational culture in improving the performance of the company, so that indicators ensure the ability to build plans, organize and coordinate them, and then follow-up and evaluate them.

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