

THE IMPACT OF BUSINESS ETHICS IN THE COMPETITIVE ADVANTAGE (IN THE CELLULAR COMMUNICATIONS COMPANIES OPERATING IN JORDAN)

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Abstract

This study aimed to identify the impact of business ethics in the competitive advantage in the cellular communications companies operating in Jordan. to achieve the objectives of the study, a questionnaire was designed to collect data and distribute it to Staff Through the poll Views a simple random sample of (192) of Staff in managerial levels: Supreme, middle and supervisors in cellular communications companies operating in Jordan,, has been using the statistical package of Social Sciences (SPSS) For data analysis. Results of the study showed the presence a statistically significant effect of business Ethics (independence and objectivity, honesty, integrity, fairness and transparency) in achieve competitive advantage (cost reduction, innovation and renewal) in the cellular communications companies operating in Jordan.

Keywords: Business ethics: independence and objectivity, honesty, integrity, fairness and transparency, competitive advantage: cost reduction, innovation and renewal

Theoretical background of the study

Ethics are an important and fundamental element among pillars upon which communities, and in the concept and role of ethics in the social structure, they have a major role beyond the role of the supervisor and the controller on the personal level on the public social level. All religions has focused on morals and being fair and apparent among and toward people. Ethics play a major role in changing human behavior, and human behavior is the focus of the change in the universe.

As shown in (Low and Weeks), "the need to support and promote ethical behavior is not capable of being the subject of discussion." And even when the degree of improvement scalability, the organizations can achieve a balance in the efforts to improve the business ethics "(Valentine, 2007, p: 248).

The concept of ethics in the world of business holds many meanings and implications, revolve mostly around the bases of human behavior, in terms of what is acceptable and unacceptable to the others, specialists and researchers agree in the definition of ethics in terms of content and substance, even if they differ in terms of form and style, that business ethics represent ethical questions about what should be and what should not be to accomplish different types of business (George & Kaler, 2003, p: 250).

The word Ethics means the compatibility with standards, values, behavior or literature specializing mostly in professions, also known as the standards of the act and behavior that we expect to be followed by the people and personal morality relate to individual daily acts (Mrayat, 2011, p 26).

The straightness and ethical values, a producer of ethical and behavioral standards in the unit, and how it can be connected and adhered to in practice, including the actions of the Administration to remove or reduce incentives and temptations that drive people to commit actions of non-straight, illegal or unethical (Lutfi, 2005, p 5014).

According to the Longman Dictionary that Ethics means as follows:

1. The study of the nature of moral principles, provisions and its foundations.
2. A set of principles and moral values.
3. Principles of behavior or literature that govern the individual or the group.
4. Straightness of actions Literature and judgments and ethics.

Thus, the aspects of ethical behavior and the need to work with ethics of business by business organizations, are not linked to specific communities, but it has become a vitally important subject facing business organizations in developing and growing countries, the concept of ethics was associated with many subjects and organizational tasks, human resources and energies such as management and employees and salesmen, managers and leadership it instructs and promotes good behavior, this concept has become

one of the important matters for the job in the organization, as it confirmed by the departments because it serves as the self-censorship of the individual, because he can distinguish between right and wrong in his behavior at work, for that they attracting individuals with high ethics to work in the organization on the grounds that these individuals are the ones who bring its ethics or morality that the organization derives its ethics from individual workers (Daft, 2003, p: 326).

And contemporary organizations focused on the goals and principles, values and ethics in the development of the performance of individual workers, who are now the best resource for the organization and represent the intellectual capital (cognitive), the focus is on them and their construction according spiritually and intellectually by providing them with the knowledge, skills, abilities and behavior in the framework of the organization culture, , which has become a trend in which organizations and managers about the work ethic through individual behavior and the organization behavior, this requires them to keep up with the change that is happening in the external environment (Hussein and Jameel 0.2009, p 8).

(Valentine & Barnett, 2007) Points that the perceived institutional ethics associated with moral judgments and prospective intentions of respondents, and in order to improve the ethical reasoning of the sales staff, it is imperative for organizations to focus on adhering to the ethical issues faced by the sales staff through their work so as to ensure dealing with the problems facing the ethical matters in the organization.

The current business environment has imposed with many challenges prompted organizations to invest in activities that are consistent and runs from the principles set out by the law and moral values, and many organizations seeking to avoid the boycott by customers, so they are very careful to spare itself from such situations leading them to do more in the field of ethical dealing (Mohr et al. 2001, p: 45).

(Daft, 2003. P: 139) was explained that the ethics related to the internal values which are part of the cultural environment of the organization, the ethical issue affect the behavior of an individual, group, or organization (negative or positive) on the other, while describing work ethics as everything related to justice and in some respects, such as the expectations of the community and the integrity of the competition, advertising and public relations.

The work ethics is a comprehensive framework that governs the behavior and actions towards something, and describes what is acceptable or true and what is unacceptable or is relatively wrong in light of the prevailing standards in the community by custom and law, which the organizational culture, values and systems organization and stakeholders play a key role in determining it, the same thing involves the concept of distinctive ethical

responsibilities, Responsibilities include expected ethical behavior exceeds the legal obligations and distinct responsibilities include specific behaviors precedent for action to protect the well-being of the main components, Awareness of the distinctive ethical responsibilities of business does not have an environmental and legal obligations, Works are not only responsible for the owners but for their employees, their customers and the community in general, In addition to other groups and as a result, increasing profits should be the only goal of the work and must prevail conviction that the funds converted to the actions of social in the short term will result in improvements in the community makes it easy to keep the business and enjoy the long-term profits (Wehrich & Koontz, 2003, p: 70).

The concept of competitive advantage filled a space and an important position in both of the areas of strategic management and business economics (Betlis, 2000, p: 7), As the competitive advantage represents the important strategic element which helps to seize opportunities, and offers substantial opportunity and a real organization in order to achieve sustained profitability compared with its competitors. The competitiveness is the source from which enhances the company's position as the economic profits achieved, and through its concession on its competitors in the areas of product, price, cost, and therefore focusing on production.

Studies show (Covin, 2000, p: 175) that competitive advantages are a particular property or group of properties owned by the organization and set it apart from other organizations, so check its strong stance towards the various parties. And that the real challenge faced by any organization is not to produce or deliver products, but the ability to constant gratification for the needs and desires of customers changing. The role of customers grown and become difficult to impose upon the products, therefore, create competitive advantages in products offered by the organization would achieve customer satisfaction, and increase their loyalty, and then the ability to survival and the continuation of the organization in the market. Each of (Macmillan & Mahan, 2001, p: 81) explained that competitive advantage is a property or group of properties or unique element of the organization success, And enable it to keep it for a relatively long period of time as a result of the difficulty of simulation, and achieve that period benefit and enable it to outperform competitors in its products to customers.

The competitive advantage arising once the organization reach to employ new methods are more effective than those used by competitors, It comes through the provision and development of new services through the learning capabilities and market supervision. And (Stevenson, 2007, p: 4) confirms that the competitive advantage practically designed to meet the needs and desires of customers relating to their acquisition of the good or the service. The competitive advantage arise once the organization reach the

discovery of new ways more effective than those used by competitors. (Heizer and Render, 2001, p: 36) explains that the competitive advantage means to find out a unique feature that the company excels over competitors, that the competitive advantage makes the company unique and distinct from the other competitors. And (Macmillan and Tampo, 2000, p: 88) confirms that companies seek to excel in its environment work through the acquisition and maintain of the competitive advantage, where the competitive advantage known as the means by which the company can beat its competitors.

Attention is focused on the organization to achieve competitive advantage through their products, achieve the needs and desires of customers, Or the value that customers wish to obtain from those products. It also tends to divert attention to the needs of these areas, or targeting capabilities called competitive dimensions. And the organization concerned choose the competitive dimensions (Jay & Janet: 2002) when presenting its products and meet the demands in the market even working to achieve a competitive advantage, and these dimensions are as follows:

Cost reduction: means the organization's ability to design, manufacture, and marketing of products at the lowest possible cost, compared with its competitors, Which enables it to achieve higher profits, the low cost create sales opportunities at competitive prices. This dimension is based on the least amount of cost of production inputs compared to competitors, which means achieving a reduction in the overall costs for any industry. It is possible to be achieved through the discovery of a cheap resource of raw materials, or rely on the achievement of economies of scale, A distribution of fixed cost on a large number of production units, or get rid of intermediaries, and reliance on distribution outlets owned by the institution, or the use of methods of production and sales to reduce the cost, or the use of computers to reduce the workforce (Kotler & Keller, 2009, P: 56) .

Creativity and innovation: a reconfiguration or re-make a new ideas to come up with something new, and through which to reach a solution to a problem, or a new idea with its application, which is linked to technology and affect the institutions. The creativity and innovation, one of the basic necessities in the management of businesses and organizations, which reflected on the escalating needs and aspirations, It is no longer sufficient or even satisfactory business performance in organizations of different kinds of traditional routine methods; because continuing it leads to a downtime, and therefore decline behind in the rapid move forward or failure (Lynch, 2000, p: 502).

Procedural definitions

Business ethics: how the management company manages its relations with each employees, customers, suppliers, competitors on the basis of the credibility and confidence-building, within four main themes are doing meaningful, and not to harm the others, and lack of deception in any transactions, and impartiality to engage in any practices that favor one party without the other, if characterize any activity in society these characteristics can in this case, judge to this activity ethics.

Independence and objectivity: means that the employees in companies to be neutral and far from any side effects, and enjoy the independence of an intellectual at all with regard to their work, and they don't have any conflicting interests, and avoid any relationships may seem to lose them their objectivity and independence when doing their work.

Honesty and integrity: the impartiality of the bias of personal interest and to be working in the companies the confidence of the client and keep their secrets.

Integrity and Transparency means that the employees in companies characterized with justice and bearing have when carrying out their work integrity, chastity and honesty in the performance of their duties, and to stay away from personal interests, and workers should not put themselves in positions of influence on the impartiality or make them fall under the influence of others.

Competitive advantage: It is the source that enhances the company's competitive position in the market, in what is being possessed a thing in a position to attract more customers from rivals, including holdings of resources and competencies and it is difficult for competitors to imitate. In light of the holdings of resources to enable them to expand their work, and increase their profits. That Advantage occur over a period of time sufficient to promote and install the company's position in the competitive market.

Cost Reduction: is to work to reduce the costs incurred by the company to the least possible, and include the cost of administrative services and operational, financial and other, which is reflected on the company's profitability.

Renewal and innovation: the ideas are characterized as new and useful and connected or reshaping or re-work new ideas to come up with something new, and through which to reach an optimal solution to a problem, or to a new idea and application.

Research problem statement

Work ethics became a major part in the industry of growth within companies after the great time of scandals , abuses, and the widening circle of crimes and administrative corruption, especially crimes of embezzlement,

bribery and abuse of power taking place in corporations worldwide , societies need the existence of standards and more prestigious work ethics, the necessity to define corporation relationships with its employees and customers, businesses and the public, as well as reviewing companies objectives related concepts. Growth in the importance of business ethics reflects a crucial shift in public opinion regarding companies and institutions' ethical responsibilities as they were expected to gain benefits for stock holders through producing goods and services with competitive prices according to the prevalent rules and laws in the society within which companies and institutions are active. Companies nowadays have to adopt the ethical responsibilities regarding several aspects that which include environment, gender, race, products, and public safety standards within work environment (Paine, LS (2003).

There is no doubt that individuals charged with work related decision and perform based on these decisions are individuals who express ethical choices whether intended that or not . If those individuals pretended the opposite of what they suppose to do, they are then deny the humanistic aspects that god instilled within them or they deny their ethical nature . In addition, to ignore the role of ethics in work means to deny that there are legal and illegal) right and wrong) ways to perform work (GM (1996). Therefore, it is necessary to consider ethics as standard principles, not theoretical , philosophy or a method that gives a description of certain provisions or judgments. The withdrawal of difficulty in detecting the right behavior from the wrong led to the emergence of so called " The Ethical Dilemma " According to what is mentioned above , it is appropriate to raise the following research question : What is the impact of business ethics in the competitive advantage in the cellular Communication companies operating in Jordan?

Questions of the study

1. What is the Assessment level of the workers (the study sample) in the Jordanian cellular communication companies of the dimensions of business ethics with its variables (independence and objectivity, honesty, integrity, fairness and transparency)?
2. What is the Assessment level of the workers (the study sample) in the Jordanian cellular communications companies of the dimensions of the competitive advantage with its variables (cost reduction, innovation and renewing)?
3. Is there a correlation between business ethics with its variables (independence and objectivity, honesty, integrity, fairness and transparency) and the competitive advantage with its variables (cost

reduction, innovation and renewal) in cellular telecommunication companies in Jordan?

Objectives of the research

1. To identify the impact of business ethics in the competitive advantage in the cellular communication companies in Jordan.
2. To identify the assessment level of workers (the study sample) in the cellular communications companies in Jordan to the dimensions of business ethics.
3. To identify the assessment level of workers (the study sample) in the cellular communications companies in Jordan to the dimensions of competitive advantage.
4. To identify the correlation between business ethics and the competitive advantage of cellular communication companies in Jordan?

Importance of the study

The significance of this study lies in the fact that it highlights a number of considerations that include :

1. Recent trends regard ignoring ethics in work is a trend toward a narrow self-interest while commitment to work ethical dimensions puts them in the context of enlightened self-interest and it is known that the negative reactions to unethical act may arise by competitors, government and other sectors of society, and this leads to destructing the organization's reputation the long term.
2. Enhancing the organization's reputation at the levels of the local environment and the regional and international organizations and this has also a positive impact on the organization.
3. This study may be an important reference for academics and researchers and may be of their interest and are considered a starting point for further studies in the subject of business ethics.

Hypotheses of the study

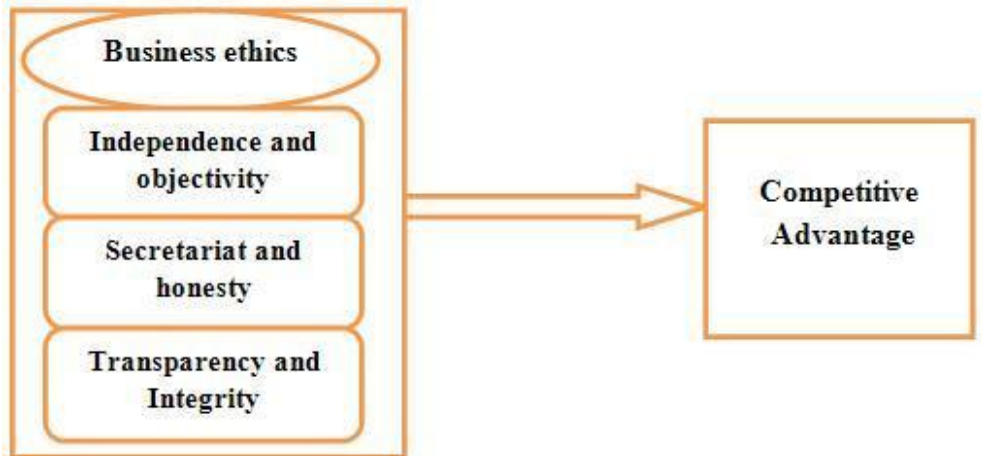
In order to address the problem of the study and to achieve its goals, the following hypothesis was formulated :

HO1: There is no significant statistical effect at the value ($\alpha < 0.05$) for business ethics (independence and objectivity, honesty, integrity, fairness and transparency) in achieving competitive advantage in cellular communication companies in Jordan.

Research Model

For the impact of business ethics in the competitive advantage(in cellular communication companies operating in Jordan), the following model was constructed :

Figure (1): The Proposed Model of the Research



Design and Methodology

The study followed the descriptive field analytic approach which is more likely to work with quantitative data in order to answer the questions about relationships among measured variables with the purpose of explaining, predicting & controlling phenomena. Thus, the aim this approach is to generalize from a representative sample to a whole population (Leedy & Ormrod, 2001).

The design was quantitative because the data took a numerical form. That is, by employing a deductive approach with a quantitative research method, This approach also allows for testing the research hypotheses & generalizing the research findings to the population (Zikmund, 2003).

The methodological approach in this research is a descriptive one, because the researcher attempts to identify, explain variables of this research and to describe the relationships between these variables in order to provide with an image of a particular phenomenon, but not to explain cause-effect relationships (Churchill & Iacobucci, 2002).

Community and a sample of the study

The study population consisted of three mobile communications companies operating in the Jordanian market, the study sample was selected from a random sample of employees in administrative levels: Supreme, middle and supervisors in cellular communications companies operating in Jordan,

the population of the study included about 1450 employees distributed as follows: (Zain 0.865) and (Orange 0.370) and (Umniah .215) . A representative sample of employees was selected from the population of the study .To achieve the goal of the study, a questionnaire was developed for this purpose, and distributed on the study sample which consisted of 213 employees distributed as follows : Zain (111), Orange (54), Umniah (48). 200 questionnaires were returned, and after reviewing , eight of them weren't valid for analysis due to the lack for seriousness in completing them and to the incomplete data provided , hence, 198 questionnaires were valid for analysis .

Data Analysis

Was extracted reliability coefficient (Cronbach's alpha) to ensure the internal Consistency Between the vertebrae of the questionnaire from Note in the table that the reliability coefficient of the independent variables and the dependent variable was high, They and acceptable for the purposes of statistical analysis procedures continue to data study , which is considered acceptable for this type of research Has amounted values as (Cronbach's alpha). shown in Table (1) the following.

Table(1):Cronbach's AlphafortheScales

Variables	Cronbach's Alpha
Independence and objectivity	.77
Secretariat and honesty	.85
Transparency and Integrity	.84
Cost reduction	.83
Innovation and Renewal	.89
competitive advantage	.86

Table (2) Shows the test results for Pearson Correlation Coefficient. The results indicate that the value of the correlation coefficient (R) among the dimensions of business ethics and the competitive advantage was (0.709), at the level ($\alpha \leq 0.05$) .The coefficient of determination (R²) was (0.631) which indicates a strong relationship with extrusive direction at the level (0.05).

Table (2) values of Pearson coefficients between business ethics and competitive advantage

	Competitive Advantag	Cost Reducti	Innovation and Renewal
Business ethics			
Independence and objectivity		0.621	0.637
Secretariat and honesty		0.792	0.746
Transparency and Integrity		0.611	0.726

Table (3) averages and standard deviations for the first hypothesis (Business Ethics)

Item .No	Item	Arithmetic average	Standard deviation	Sort by Importance
Independence and objectivity				
1	Impartiality and neutrality in thinking during the performance of the business . Resistance	4.200	0.797	3
2	the side effects when doing the implementation of business	4.212	0.786	2
3	Avoid any relationships may seem that they lose objectivity and independence when doing business	4.305	0.733	1
Honesty and integrity				
4	Honesty and integrity, taking into account the balance of interests	4.067	0.888	6
5	The professional ability to improve the work and its mastery and keeping secrets	3.625	1.105	9
6	Honesty and integrity and aligned to the company's interest	3.860	0.973	8
Transparency and Integrity				
7	Integrity and abstinence during the performance of work	4.070	0.889	5
8	Be justly when doing business	3.870	0.987	7
9	Be honest in the performance of duties	4.130	0.916	4
	Overall average	4.037	0.897	

Table (3) indicates that the mean was (4.037). Compared to the mean obtained for the tool used for this variable, it is clear that it is higher than +4 with a standard deviation of (0.897). According to the results ,**There is a statistically significant effect of business ethics (independence and objectivity, honesty, integrity, fairness and transparency) in achieving competitive advantage (cost reduction, innovation and renewal) "in the cellular communications companies operating in Jordan."** Responses ranged from (4.3050), on item (3) which received the

highest percentage of responses, and this item states that "to avoid any relationships may seem to lose objectivity and independence when doing business." Item (5) received the lowest percentage of responses with a mean of (3.8625), and this item states that "the ability to improve the professional work and its mastery and keeping secrets."

Using multiple regression analysis, the following table (No. 3) shows the results obtained when testing this hypothesis.

Table (4) the results of multiple regression test of the impact of business ethics in achieving competitive

Variable	Unstandardized Coefficients		Standardized Coefficients Beta	F	Sig.
	B	Std. Error			
Constant	-0.069	0.096		-0.719	0.473
Business ethics	0.942	0.023	0.897	40.508	0.000

R= 0.897 R²= 0.805

Can be seen from the data contained in the previous table (4) that the values of F calculated for this hypothesis was (40.508), which is greater than the value of F tabular amount (1.645), and where the decision base refers to the rejection of the nihilism hypothesis if the F value calculated is greater than tabular F, it is to accept the alternative hypothesis, which states **"The presence of a statistically significant effect of business ethics (independence and objectivity, honesty, integrity, fairness and transparency) in achieve competitive advantage (cost reduction, innovation and renewal) in the cellular communications companies operating in Jordan "**, This is confirmed by the value of significance (Sig.) amounting to zero, where it is less than 5%. Note that the coefficient (Beta) has reached 0.897 indicate that the direction of the relationship is positive between the independent variable and the dependent variable.

Results for the dependent variable: the competitive advantage

Table (5) averages and standard deviations of the dependent variable: the competitive advantage

Item .No	Item	Arithmetic average	Standard deviation	Sort by Importance	
	Cost reduction				
19	Characterized by the cost of the materials used in the company's products to decline compared to compete companies		4.0675	0.81523	3
20	Business ethics help the company reduce costs of the Industrial Direct constantly		3.9500	0.89695	5
21	Business ethics help the company reduce the cost of maintenance and constantly		4.2030	0.81530	1
	Innovation and Renewal				
22	Business ethics help to introduce new products to simulate the changing needs of the market		4.1575	0.88581	2
23	Business ethics help the company in research and development efforts to develop products		3.8975	0.86537	6
24	Ethics helps to develop their products based on market studies		4.0300	0.83717	4
	Overall average		4.0509	0.8526	

Found that the arithmetic average has reached (4.0509) and comparing this average, which was obtained by averaging the measurement tool used to measure this variable, it is clear that more than a point, which represents the degree of approval (+4), while the standard deviation (0.8526). The answers ranged from (4.2030), Item (21), which received the highest percentage of the answers, and this item states that "business ethics and social responsibility in helping the company reduce the cost of maintenance operations and consistently." Item (23) is getting the lowest percentage of the answers, averaging (3.676), and this item states that "business ethics and social responsibility are helping the company's research and development efforts to develop their products."

Results

The study examined the impact of analyzing of business ethics in achieving competitive advantage of cellular communication companies operating in Jordan , the following are the most important findings of the study results:

1. Results of the study showed the presence of a statistical significant effect of business ethics (independence and objectivity, honesty, integrity, fairness and transparency) in achieve competitive advantage (cost reduction, innovation and renewal) in cellular communication companies operating in Jordan . The results revealed that the companies and from the ethics of the business is keen to avoid any relationships may seem to lose

their objectivity and independence when doing business, and working on the resistance side effects when doing the implementation of business and impartiality of thinking and neutrality during the performance of the business and impartiality, as shown keen on trust and integrity, taking into account the balance of interests and bias in the interest of the company, Business Ethics and increase its ability to improve the professional work and its mastery and keeping secrets, as well as showing the importance of showing the performance of duties with honesty and integrity and chastity during the performance of work, as well as to show fairness when doing chores.

2. results showed study that respondents' perceptions (The study sample) about of the business ethics items came high.
3. results showed study that respondents' perceptions (The study sample) about of the competitive advantage items came high

Recommendations

1. Develop and promote business ethics, and the need for the cellular communication companies operating in Jordan to identify ethical policies and distribute them across the company, and the training of staff to enhance their ability to cope with the difficult ethical problems.
2. Cellular communication companies operating in Jordan should pay attention to objectivity, independence and the ability to take into account the balance of interests, and verification of the ability to work and mastery.
3. Emphasize the importance of integrity and transparency in order to ensure impartiality and distance from any side effects, and that their impact is clear on the competitive advantage from the viewpoint of the study sample.
4. Working to find and activate ethical codes, especially to the environment and commitment from everyone.
5. Cellular communication companies operating in Jordan should seek to provide honest services .

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