

THE IMPACT OF COMPETITIVE BEHAVIOR DRIVERS ON COMPETITIVE RESPONSE-AN ANALYTICAL STUDY ON THE IRAQI TELECOMMUNICATIONS COMPANIES ASIACELL AND ZAIN

1 Researcher: Abdul Rasoul Saad Saleh
Tikrit University/College of Management and
Economics/Department of Business Administration
abdulrasool@alimamunc.edu.iq

2 Professor Dr: Hatem Ali Abdullah
Tikrit University/College of Economics and
Economics/Department of Business Administration
hadminstration81@tu.edu.iq

Abstract

The study sought to know the impact of competitive behavior drivers on the competitive response In the Iraqi telecommunications companies Asiacell and Zain. In this research, the researcher used the descriptive analytical approach to achieve this goal. The study population was represented by (900) employees distributed among (500) employees in Asiacell and (400) An employee in the Iraqi Zain Telecommunications Company, and a non-random (purposive) sample was drawn from them, amounting to (200) (196) at Asiacell and Zain Telecommunications Company, respectively, so that the study sample was (396) individuals, and the questionnaire was the main tool for collecting data. The questionnaire was the main tool for collecting data. The data was processed using the statistical program (SPSS) to prove the validity of the research hypotheses related to the effect and relationship between the two research variables, and the regression coefficient and correlation coefficient were used as statistical methods. The research reached several conclusions, the most important of which is the presence of a significant effect of competitive behavior drivers on the competitive response of the telecommunications companies in the study sample, which explains that the availability of competitive behavior drivers enhances the competitive response of companies. The results of the research confirmed several recommendations, the most important of which is identifying current and future human needs within the framework of the information collected to find distinct solutions to work problems.

Keywords: drivers of competitive behavior, competitive response, Asiacell, Zain.

Introduction

Considering the escalation of competition between organizations for competitive position, which recognizes only the organization that is superior and distinguished in facing the challenges imposed by the dynamic or external environment in the speed of change occurring in the field of business, which makes maintaining a competitive advantage difficult to achieve, unless the organization realizes the true source of excellence. Competitiveness to maintain its advantage for a longer time, especially since continuous and continuous competitive excellence is no longer limited to the excellence of goods and services in themselves, because they can be imitated by competitors, as the search for a field of comprehensive and continuous excellence has become a must, and that is through the excellence of the organization. During the last decade, organizations witnessed radical changes in the field of work because of the changes that occurred in the business environment, such as the entry of globalization and the accompanying openness to global markets, as organizations are no longer far from the field of international competitive work. All of this has exacerbated the field of competition, which requires Organizations adopt new competitive behavior, whether at the international level or the global level.

The first section - research methodology

First: the research problem

After the image of competition in the business world, which is drawn by the struggle for survival and growth to gain and achieve a competitive response, has become framed by the pressures of globalization, which contributed to the relative rapprochement between companies and customers, which prompted the change of goods and services according to the disappearance of borders, as an indication and confirmation of the magnitude of the challenges facing companies, and from this standpoint, there was a need Companies need to know how to respond to competitive pressures and competitors' movements to remain in the competitive arena by anticipating competitors' movements and investing in those movements and trends in the market with the aim of increasing market share, which in turn is reflected in the company's profits (Ding & Chung, 2014:710), and that response was represented by providing Additional benefits included in its offered services in order to ensure the loyalty of existing customers and attract new customers by offering services at low prices and with competitive quality and delivering the service at the time of demand.

The Iraqi environment is rapidly changing and highly complex, which requires moving to innovative business models, as Asiacell and Zain Telecom are two of the three telecommunications companies in Iraq, and by virtue of the environment imposing other means of communication, their work required understanding the behavior of competitors to achieve response. Competitiveness and remaining in the competitive field. Therefore, the research problem was represented by a question that leads to knowing how to achieve competitive response in the Iraqi environment by moving to the drivers of competitive behavior, which is (to what extent do the drivers of competitive behavior influence the competitive response in Asiacell and Zain Telecommunications companies), and the answer to this hypothetical question requires answering the following questions:

1. What are the drivers of competitive behavior in the two companies studied?
2. What are the dimensions of competitive response in the companies studied?
3. How do the drivers of competitive behavior affect the competitive response in the companies studied?

Second: The importance of research

The importance of the research lies in two aspects:

1. **Theoretical:** The current research was interested in revealing the relationship between its theoretical variables (drivers of competitive behavior, competitive response) in one hypothetical scheme, so the current research is unique in studying the nature of the relationship between the variables in order to bridge the knowledge gap between them. The current research also attempts to test measures applied in various global environments for the variables of the current research (drivers of competitive behavior, competitive response).
2. **Field:** Descriptive background on the reality of the work of the researched organization and providing information to enable its employees in future planning in order to achieve competitive response and take the necessary decisions to advance the package of services provided to customers, diagnose indicators of the variables studied and ways of their impact, and demonstrate the importance of competitive response based on the drivers of competitive behavior.

Third: Research objectives

The research sought to achieve the following objectives:

1. Identify the availability of competitive behavior drivers in the researched companies.
2. Identify the extent of competitive response in the researched companies.
3. Explaining the nature of the correlations between the drivers of competitive behavior and competitive response in the researched companies.
4. Explaining the effect of the availability of competitive behavior drivers on competitive response in the researched companies.

Fourth: Hypothetical outline of the study

Based on the research problem and in line with its objectives, the hypothetical diagram of the research was formulated, shown in Figure (1), which embodies the role of the influential relationships between the main research variables and their sub-dimensions as follows:

1. **The independent variable:** (drivers of competitive behavior), which includes three engines (awareness, desire, ability). This variable was measured by relying on the scale (Hitt, etal. 2019) (Qi & Fan, 2023).
2. **The dependent variable:** (competitive response), which includes the dimensions (speed, stability, consistency, and effectiveness). This variable was measured by relying on the scale (Davies, 2005) (Giachetti, 2013).

The hypothetical research scheme was built based on a group of studies related to the research variables (drivers of competitive behavior, competitive response), and these studies are the study of (Ukko et.al 2019) (Salwa, 2019) (Aishoush 2016) (2009, Gary) (Li Ding & Yeasun Chung 2014).

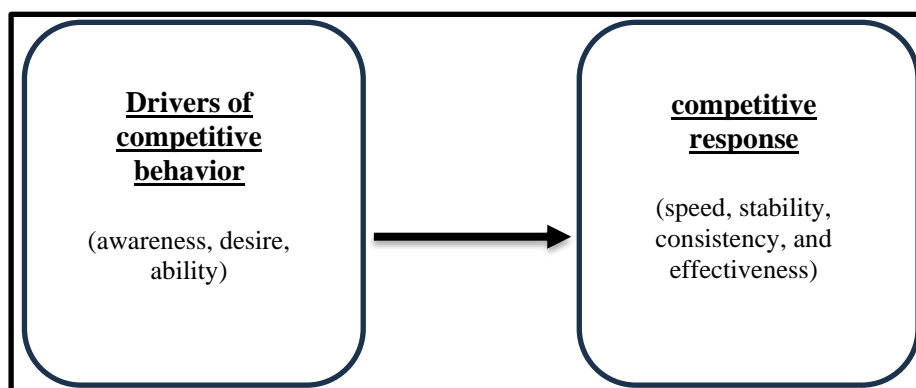


Figure (1) Hypothetical diagram of the study

Source: Prepared by researchers

Fifth: Research hypotheses

The hypotheses of the current research have been formulated in a new way that is consistent with the research directions and their practical analysis through the relationship between the digital transformation of the business model and competitive response.

1. **The first main hypothesis:** There is a significant correlation between the drivers of competitive behavior (awareness, desire, ability) and (competitive response). A number of sub-hypotheses emerge from this hypothesis.
2. **The second main hypothesis:** There is a significant effect of the drivers of competitive behavior (awareness, desire, ability) on (competitive response), and a number of sub-hypotheses emerge from this hypothesis.

Sixth: Justifications for the study

The researcher has many justifications that represent the main motivation for his choice of research topics at both the intellectual and field levels, through methodology and analytical method, in order to sense the main idea on which the research is based in order to employ its variables within its synthesis, its parties being coordinated, and its components integrated in maturing the research vision. This is done by identifying the cognitive and intellectual justifications for this research, as follows:

1. Cognitive justifications: The starting point in our current research was the researcher's attempt to explore and analyze interconnected variables (drivers of competitive behavior, competitive response) that had not been studied previously, according to the researcher's combined knowledge, which generated a great motivation for the researcher to adopt these variables and build the appropriate intellectual foundation including Relevant references and sources are available to enrich and bridge the knowledge gap in this field, and for the current research to be a starting point for other complementary studies that contribute to enriching the Arab library in general and the Iraqi library in particular.

2. Applied justifications: The current research came in an attempt to frame the intellectual contributions related to the research variables in a theoretical framework in which we sought

accuracy, analysis, comprehensiveness and an integrated perspective, as well as the study's attempt to show the contents and intellectual importance enjoyed by these variables, which are clear and evident and have multiple dimensions that have been diagnosed by studies. Foreign writings have recommended the necessity of continuing to adopt it and expand its connections with other variables within broad intellectual visions and cognitive starting points. Thus, the researcher believes that there are three intellectual justifications for adopting the variables of the study that can be clarified as follows:

- **Interconnection between variables:** The world is witnessing many challenges, the most important of which is the high pace of change that is significant, continuous, and sometimes unexpected, which makes it difficult for any organization to determine the size it faces. In order for the organization to be able to compete in a rapidly changing work environment, it must be able to sense the upcoming change and prepare for it and even respond to it quickly and flexibly, read the changes in the environment and predict what is coming in the future as much as possible. The current research focuses on clarifying the conceptual and intellectual frameworks.
- **Production of ideas or integration:** The development of the organizational approach in managing organizations has been and continues to be the focus of attention of researchers and theorists. The digital transformation of the business model has become part of the organization's technology and is characterized by an intangible, moral character. It represents an integrated system that includes technological, human, organizational and relational components and includes a group of workers. Who possess distinct cognitive abilities that contribute to developing the current state of organizations that help them respond competitively in a dynamic business environment.
- **Enrichment and analysis:** The need to enrich the intellectual aspect of learning prowess and analyze it at the internal and external levels of business organizations after its importance has been diagnosed in general, which led to the necessity of delving into its topics and defining its basic concepts, as the digital transformation of the business model indicates the organized and planned effort of energies. Research into defining its dimensions in a way that is consistent with the current study.

Seventh: Study methodology

To answer the questions of the current research stemming from the research problem and to achieve its objective objectives, the researcher adopted the descriptive analytical approach, by describing the phenomenon, setting its questions and hypotheses, then collecting the data and analyzing it statistically to reach the desired results. Therefore, reliance was placed on the opinions of the number of employees in the Asiacell and Zain Telecom companies, which are organizations. Which aims to produce a highly efficient service provided to customers, and in order to reach accurate results, a research model was built that shows the nature of the relationship between the variables studied (drivers of competitive behavior, competitive response) by adopting the graphical equation modeling method.

Eighth: Methods of data collection

The current research relied on the questionnaire as a basic tool for collecting data from respondents, which was prepared to achieve the objectives of the study based on a set of international standards. It was designed in the form of a booklet and was divided into two basic parts:

The first part: It consists of general information about some demographic variables for the study sample, including (age, gender, years of service, academic qualification, and specialization).

Part Two: This part consists of (32) paragraphs with a restricted answer related to the variables of the study, divided into two axes:

The first axis: consists of (16) paragraphs specifically the drivers of competitive behavior.

The second axis: consists of (16) paragraphs, specifically competitive response.

The researcher adopted the method of distributing the questionnaire to the study sample, and for the purpose of covering the research variables from both theoretical and practical aspects, they were dealt with as follows:

1. The theoretical aspect: To cover the theoretical aspect of the variables of the study and its sub-dimensions, the researcher relied on the available contributions provided by researchers at the Arab and foreign levels according to reviewing theses, books, dissertations and articles related to the subject of the study.

2. The field aspect: To cover the field aspect of the study, the researcher relied on the questionnaire as a main tool for the study to collect data. When formulating its paragraphs, clarity and appropriateness to the research variables were considered in a way that is consistent with the researched field. Due to the lack of a ready-made scale for measuring the variables and dimensions of the research, the researcher focused on preparing the questionnaire. Based on previous studies, while making some modifications in line with the reality of the company's work, and Table (1) shows this.

The research adopted a five-point Likert scale with restricted answers (completely disagree, disagree, neutral, agree, completely agree). As for the standards, the research adopted in determining the dimensions of the scale (Gunsberg. 2018). (Eden, et.al., 2019) to measure the drivers of competitive behavior, which includes three dimensions: (awareness, desire, ability), while the study adopted the competitive response scale, relying on the (Davies, 2005) scale (Giachetti, 2013), which included three dimensions. They are (speed, consistency, stability, and effectiveness).

Table (1) Search tool

Variables	Dimensions of the measuring tool	Number of paragraphs	code	Approved standard
Drivers of competitive behavior	awareness	5	38 – 34	(Hitt, et.al.2019) (Qi&Fan, 2023)
	desire	5	43 – 39	
	ability	6	49 – 44	
Competitive response	speed	6	23 - 18	(Davies 2005) (Giachetti,2013)
	consistency	5	28 - 24	
	stability, and effectiveness	5	33 - 29	

The source was prepared by the researcher based on the sources referred to above

Ninth: The study population and its sample

1. An introductory overview of Asiacell Company: Asiacell Company was established in (1999) by the Iraqi businessman (Farouk Mustafa Rasoul) and is considered the first network in Iraq as the first provider of mobile communications services in Iraq in the year (2005) and has achieved coverage of all its parts, The company was granted an employment license in 2007 for a period of fifteen years, as the organization provided its services in all eighteen Iraqi governorates, including the capital, Baghdad, and all major Iraqi cities. It is the main provider of high-quality mobile communications services in Iraq and has more than (12) million subscribers. The Asiacell network covers (99%) of the Iraqi population, making its coverage the widest among mobile communications service operators in Iraq. The company also achieved a leadership position by obtaining the (MWomen) which was awarded by the International Telecommunication Union as an indication of the company's vision in providing its services to women.

As for Zain Company, it is the mobile telecommunications group "Zain" and was established in 1983 as the first operator of mobile telecommunications services in the Middle East and Africa region. The organization has a subscriber base numbering more than 45.2 million subscribers (as of the end of June 2017). The name (Zain) was given to the company in In the year (2007) after it was purchased by (MTC) Company, and in the same year it united with (Iraqna) Company to be called (Zain Iraq) and was also granted an operating license in (2007) for a period of (15) years, becoming the fourth largest company for mobile telecommunications service operators. In the world, it was listed on the stock markets in 2015.

2. Description of the research sample: Due to the large size of the researched population at the level of the two companies, which constitutes difficulty in enumerating the entire population, a part of the researched population (the sample) was chosen, represented by (employees) in the two researched companies, as the study sample was chosen for the two companies, Asiacell and Zain Telecom Center. The researcher approved Asiacell and Zain Telecom in the field for the applied aspect of the current study because it is consistent with its objectives. The questionnaire was distributed electronically in line with the requirements of digital transformation, especially as it is the basis of our study, by sending it to the official of the training unit in both companies based on the instructions of the Iraqi General Authority for Communications, and it was used. Table (Krejcie & Morgan, 1970) identified the study population with the staff working in Asiacell and Zain Telecommunications companies as (900) distributed among (500) in Asiacell and (400) in Zain Telecommunications. A purposive sample was chosen from them, consisting of (200) employees in Asiacell Company and (196) employees of Zain Telecommunications Company, making the study sample (196) individuals, which is identical to the required number according to the researchers' sample size table (Morgan.1970).

Tenth: Limits of research

1. Spatial boundaries: Asiacell and Zain Telecommunications companies in Iraq.
2. Time limits: The time period from (10/1/2022) to (5/20/2024)

3. Cognitive boundaries: represented by the main and sub-variables of the research.
4. Scientific limits: Commitment to achieving the objectives set for the study as its scientific limits.
5. Human limits: employees of Zain and Asia Telecom companies.

Eleven: stability test

To know the stability of the scale, use the Alpha Cronbach test. If the value of the coefficient is extracted, if its value reaches zero, it indicates lack of stability. If its value reaches one, it indicates complete reliability. It turns out that the value of the Cronbach's alpha coefficient for the scale was (0.985), and for the independent variable competitive behavior drivers it was (0.960), while the dependent variable competitive response was (.9460), all of which were greater than (0.70), which indicates that the scale has high reliability.

The second section - the theoretical framework of the research

First: drivers of competitive behavior

1. The concept of competitive behavior: The term competitiveness is one of the most popular terms in the business environment, especially with the increasing business conflicts that globalization has brought about and its imposition of competition, as competition is no longer limited to the freedom to enter and exit the market, but rather the ability to survive in the confrontation, and therefore it is necessary to achieve Competitive distinction not only in order to achieve success, but also with the aim of achieving permanent superiority (Breish, 2005:19). The competitiveness of organizations can be linked to the goods and services that they offer in the markets, which means that it is linked to three basic elements (price, quality, cost). That is, competitiveness is linked to the organization's ability to achieve higher results than its competitors on the long-term level, and on the short-term level it can be defined as the organization's ability to achieve Superior results at the level of growth and market share (Bouchnaf, 2016: 24). In the same regard, competitive behavior is defined as the organization's ability to withstand its competitors to achieve the goals it seeks to achieve (growth, profitability, stability, expansion, innovation). Organizations and businessmen also seek to achieve Improving their competitive positions (Al-Aidi, 2015:3). (Chen, etal. 2021:11) defined competitive behavior as a series of competitive actions and responses between organizations derived from competition, where each organization realizes that the effects of its actions depend on how its competitors respond and understand external events. What (Hassan, 2017: 20) defined as the organization's ability to meet the needs and desires of the organization's customers, which affects the flow of work in the market in a way that achieves competitive superiority for it, ensuring superiority in its market share and enhancing its profitability. (Al-Kiki, 2017: 12) defined it as the organization's ability to provide products at low costs and high quality compared to competing organizations.

Based on the above opinions of several researchers, the researcher sees the concept of competitive behavior as a tactical approach taken by the organization for the purpose of attracting customers and building its reputation in the long term in order to achieve competitive superiority in addition to its ability to confront environmental challenges.

2. The importance of competitive behavior: Competitive behavior has great importance in the life of organizations, regardless of the nature and type of activity they engage in. Through it, the organization can survive, grow, and continue in a highly competitive environment. This importance appears depending on the topic of discussion, whether it is about the organization, a sector, or a country, and from here. The term competitiveness has become increasingly important in today's world. Competitiveness is no longer a need limited to organizations in order to survive and continue or workers to have job opportunities. Rather, it has become an urgent need for countries that want to sustain and increase the living standards of their individuals. The importance of competitive behavior can be defined as follows: (Murad and Al-Harbawi, 103:2013) (Al-Kubaisi and Ibrahim, 46:2014) (Abbas, 106:2016).

- Competitiveness enhances the organization's position in the market through its competitive position and competitive response to ensure a leading competitive position in the market.
- Competitiveness is an important source of inspiration for the work of organizations, as it represents a basic rule considering which the organization's competitive strategy and the organization's course of action are determined in achieving competitive response.
- It contributes to enhancing the work of organizations as well as focusing on continuous improvement in the field of work of organizations to enhance their competitive position.
- They represent an important weapon to confront competing organizations through the ability of the organization's competitive desire to enhance competitive response and achieve competitive adaptation and response to the business environment.
- It contributes to supporting organizations in keeping pace with technological developments and digital transformations considering the era of globalization and the era of digitization, ensuring support for the organization's capabilities and talents to achieve competitive response and enhance its competitive position.

3. Sources of competitive behavior: Competitive advantage refers to the set of capabilities, capabilities, capabilities, and aspects of excellence and leadership that distinguish business companies in the markets over competitors. It is often referred to as organizations with superior and distinguished performance and with a competitive advantage. There are many sources by which the extent of organizations' distinction and competitive advantage is measured, such as quality, innovation, time, etc. Researchers have pointed to a group of basic sources for excellence and competitiveness (Zatrochova & Janakova, 2015:91-93) (Sachitra, etal. 2016:2).

- Innovation: It is stated in the dictionary (Al-Mawrid, 2006) that the term innovation means: creativity, innovation, renewal of a new idea, method, or tool. Researchers on the subject of innovation face confusion between foreign terms, the most important of which are innovation and creativity. Some researchers use the term innovation as a translation of the first foreign term, which some may translate as renewal. The concept of innovation is usually mixed with other concepts such as invention and creativity (Najm, 2003, 16-17). Innovation today represents an essential source in achieving competitive excellence for organizations in

an environment characterized by rapid dynamism and a fundamental point in the field of business strategies. Considering the world of digitization, innovation has become a basic pillar in improving the performance of organizations, as organizations seek to respond to the changes occurring in the turbulent business environment and adapt to them with the aim of achieving competitive superiority (Zatrochova & Janakova, 2015:91-93).

- **Time:** Today, time represents an essential driver in the work of organizations in a turbulent business environment to achieve competitive excellence. Speed in response represents an essential element to meet the market need, invest in competitive opportunities, and overcome competitors. Time's importance exceeds money, productivity, and quality (Hassan, 2017: 27). As time management has become imperative to accelerate the competitive arena of the organization and to design and draw the strategic map in a way that enhances distinction and superiority over competitors. Time also contributes to changing the organizational structure and shortening the time required to achieve profits for the organization as well as enhancing the organization's reputation and popularity in the markets (Sachitra, etal. 2016). :2).

- **Knowledge:** The tremendous developments in the technology, information and communications sectors, the emergence of the phenomenon of globalization and the resulting opportunities and threats during the last decades of the second millennium, and the increasing focus of business organizations on building a competitive advantage within the framework of the knowledge economy served as the catalyst and starting platform for the knowledge revolution and its management of that revolution (2009). (He & Wang, 300). Knowledge management is considered one of the relatively recent concepts in management science, which is considered one of the most important vital features of the activities that affect the work of organizations. Its importance has flourished due to the clear importance it has achieved, especially in the competitive opportunities that are seen as part of contemporary societies. The lively, boundless activity of information systems (Gonzague, 2015:39).

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Second: Competitive response

1. The concept of competitive response: The nature of the competitive response is due to the business operations practiced by the organization, its systems and skills in accordance with its organizational structures and the understanding of its values and behaviors, which give the organization the privacy to adapt to the developments taking place in the tastes and desires of customers, in addition to the products offered by competitors that contribute to raising its competitive ability (Abdul Latif, 2022: 257). In this direction, organizations today seek to enhance their competitive response in order to achieve superiority and distinction in front of competitors, especially today, as competition has become intense and a rapidly changing business environment (Aishoush, 2016: 14), which requires that the organization respond to these changes by taking immediate action in a specific area to provide New products in a fast-moving situation are a source of response (Aboulnasr, 2004:1). In the same context, (Salwa, 2019: 42) sees competitive response as the degree to which the organization responds to environmental variables, meaning that response is an action at the strategic level, and its importance increases as the volume of competition increases and customer requirements increase. Here, response represents an essential element and factor for any organization. Competitive response is defined as the ability to read and understand market

signals and the ability to control the flow of resources through the supply chain in order to achieve customer requirements at the required time in a dynamic, rapidly changing and highly competitive environment (Borui, 2015:4). As defined by (Al-Zaidi and Al-Khazraji, 2016: 53), it is the ability to do something different from what was initially agreed upon in order to achieve efficiency and effectiveness in a competitive business environment. (Talib et al., 6: 2020) believe that the organization's ability to face the environmental pressures and changes that occur in the markets efficiently and effectively and to enable it to manage its activities in those circumstances, especially since the speed of response determines the organization's ability to achieve superior performance in relation to its competitors in the industry, through Competitive advantage, competitive strategies and dynamics as well as analyzing how an organization's actions affect competitors' reactions and performance (Giachetti, C. 2013: 8).

Based on the above, there are a number of researchers' opinions about the concept of competitive response, as the researcher believes that it is a strategy based on a proactive reaction that reflects the organization's ability to make the necessary changes in order to achieve superiority over competitors in a rapidly changing business environment.

2. The competitive response life cycle: The competitive response life cycle represents one of the best ways that researchers have found to know and understand the changes occurring in the business environment through sensing, sensing, interpreting those changes and responding to them. The life cycle model reflects the activities that organizations must implement for the purpose of achieving that response (Hanan, 2022:19; (Davies, 2005:63) The competitive response life cycle model passes through six stages, as follows:

- Sensing and capturing: In this stage of the competitive response life cycle, organizations conduct a comprehensive survey of their environment on an ongoing basis for the purpose of sensing and sensing the occurrence of any change that may result in the business environment for the purpose of controlling that change.
- Interpretation and creating awareness: This stage focuses on informing the organization of any event or change that may occur in the market to create awareness among employees of the extent of that change.
- Analysis and information: During this stage, the focus is on competitive analysis to determine the changes that have occurred in the external environment, as the extent of that change and its impact on the market are determined so that preventive measures can be taken against it.
- Review and decision making: Alternative responses to change are discussed and a leadership decision is made about how the organization will respond and provide resources to ensure a rapid, consistent and effective response.
- Responsive and engaged: Action is taken, directives are issued, resources are allocated, and the organization is engaged.
- Measure and correct: The speed, consistency and effectiveness of response are determined, and appropriate corrective action is taken when needed.

3. Dimensions of competitive response: Response represents one of the elements of distinction and building competitive advantage and has a significant impact on the level of performance, as organizations achieve a unique competitive advantage even if it is for a limited period in light of developments, intense competition and a turbulent environment in competitive response, and (speed, consistency and effectiveness) represent the most important. The elements in achieving superiority and distinction, although their importance varies, but speed is often raised to a high priority. The competitive response is in no way limited within the scope of this one dimension. Rather, the relative importance of the different dimensions of competitive response depends on the organization's overall competitive strategy and competitive position (Tjemkes et al. 2012:70). Etisalat organizations recently classified effectiveness as the most important dimension in their competitive response, but it is more appropriate for organizations to note that speed, consistency, and effectiveness are not the only dimensions of competitive response. The compatibility of the response with the organization's capabilities and other resources is considered one of the very important considerations (Al-Ayeb, 4: 2021). It is important to note that responding does not mean merely reacting. It includes the ability to anticipate and search proactively, as well as the ability to respond that responds competitively and reacts in a way Leads to improvements in business performance versus its competition by being proactive and reactive depending on the situation.

Most researchers have agreed on multiple dimensions of competitive response, as the researcher focused on the scale (Davies, et al. 2005) (Giachetti, 2013) to measure the dependent variable. Competitive response is three (speed, stability and consistency, effectiveness), which are appropriate to the field of study, as follows:

- **Speed:** Speed of response is an important criterion for the survival of organizations by enabling the organization to respond to urgent changes in the business environment, in addition to adapting and changing quickly in its strategies and operations in order to achieve its organizational goals (Muchiri.2011.665). Speed affects an organization's competitiveness and its ability to innovate, be creative, and respond to disturbances in the regulatory environment and the external environment, especially since organizations with high speed are more able to discover opportunities and adapt to rapid changes in the market and respond to those changes by taking advantage of advanced technologies and technological developments in the field of digital transformation to ensure Immediate response in all aspects of the organization and response to any emergency that occurs in the long term, with the idea that the speed of response measures the level of response to competition, improvement, and continuous change to suit turbulent environments (Siggelkow & Rivkin, 2005:108).
- **Consistency and consistency:** The concept of consistency and consistency is the organization's ability to apply the same procedures and continuity that the organization possesses in responding to various emerging changes in the business environment, as it focuses on continuing the issue of the organization's competitive response to various developments and changes taking place in the environment and represents a critical element in determining the level of success or success. The failure that the organization is exposed to, especially when all units, departments, and interests unite to work simultaneously towards

the changes that occur in the environment (Menkus.2018.16), and the goal of this is to respond in a unified procedure instead of having different divisions working individually to confront the organization's response to its environment. , as it relates to the issue of continuity in the field of the organization's response to its environment as an attempt to fill the void that could lead to its failure by following the same tools again and to ensure the effectiveness of the programs used in the process of responding to the environment (Aishoush, 2016: 20).

- Effectiveness: Effectiveness contributes to improving the organization's performance, increasing its productivity and customer satisfaction, and achieving more profits through available resources, which makes it able to provide the best products in light of the turbulent business environment, which achieves a competitive response in a distinct competitive position compared to its competitors (Gatino & Patriota, 2013: 475). Effectiveness is among the very important measures in the life of the organization as a result of the great development and intense competition for survival and continuity, which here means the extent of the effectiveness and ability of the organization in interacting and responding with the factors and forces that affect the organization from its surrounding environment and the ability to achieve goals (Al-Taie et al., 2017, 168).

Third: The relationship between the drivers of competitive behavior and competitive response

Competitive behavior focuses on the organization obtaining a strong competitive position in the market, but how to achieve this competitive position remains a question mark for managers of organizations. There are two steps to obtaining a competitive position: establishing the initial market offer in the minds of consumers and distinguishing the market from competitors in the minds of consumers. Therefore, behavior can be distinguished the competitive advantage of organizations is represented by a set of elements (Cruceu & Moise, 2014:11).

- A conscious and active approach to competition in the field of activity in which you work.
- Competitive actions taken are based on loyalty and fairness towards other competitors but also towards consumers.
- The goal pursued by adopting competitive behavior may be to eliminate direct competition or satisfy target consumers on better terms.
- Developing organizational skills and competitiveness of the organization.
- Focus the organization's efforts towards implementing effective marketing strategies and marketing methods for product, price, distribution, and promotion.

Organizations do not want to demonstrate competitive behavior based on the desire to achieve immediate gains, and market managers often resort to anti-competitive behavior, and this enhances the organization's ability to conduct a correct and periodic evaluation of the type and nature of the actions it takes in the market to avoid committing this harmful behavior, and it can be included The most important specific manifestations of anti-competitive behavior are as follows: (Wagner & Hollenbeck, 2020:23)

- Competitive actions in this area are undertaken consciously to eliminate direct competitors or unconsciously in ignorance of the effects of the marketing activities undertaken.

- All marketing endeavors are focused on eliminating direct competitors who are direct competitors of the organization and distorting competition in a particular field.
- The organization's stated purpose is anticompetitive behavior to obtain a dominant position and to abuse that position.
- Failure to identify consumer marketing activities and focus on them as a main goal of marketing policy
- The lack of a long-term development strategy for the organization. As observed in practice, often, due to the desire to achieve significant profits and dominate the market, competitors resort to methods and technologies that are not characterized by loyalty-based competitive behavior (Tan, et al, 2014; 11).

The third section - the analytical framework for the research

First: Description and diagnosis of the research variables

1. Description and diagnosis of the competitive behavior driver's variable: The competitive behavior drivers variable included, as an independent variable, three drivers, namely (awareness, desire, ability). Table (4) displays the results of the descriptive analysis of these three dimensions:

Table (4) Results of descriptive statistics for the competitive behavior driver's variable

T	Descriptive statistics (Dimensions)	Arithmetic mean	standard deviation	Coefficient of variation	Level of importance
1	awareness	4.226	.6630	15.709	3
2	desire	4.234	.7040	15,113	1
3	ability	4.226	.6800	15.690	2
The overall average of the variable		4,228	0,672	15,447	---

Source: Prepared by the researcher based on the results of the SPSS program.

Through the results that appeared in the table regarding the first variable, which is (competitive behavior drivers), which was measured across three dimensions within the research tool, it is clear that the general rate of the arithmetic mean for this variable was high with a value of (4.228) and a standard deviation of (0.672). It is a value that reflects the low dispersion in the research sample's answer, and a coefficient of variation of (15,447), and in terms of arranging the dimensions according to their importance, the (Desire) dimension achieved the highest value for the arithmetic mean, which amounted to (4,234), to rank first among the ranks of importance of each paragraph, to be the value of its standard deviation. (0.704) is a value that reflects the low dispersion in the research sample's answer, and the answer level for this paragraph is (very high). Consequently, these results led to a decrease in the value of the (coefficient of variation) to (15.113), which is the lowest value compared to its peer paragraphs, which indicates this. There is high agreement among the members of the research sample regarding this paragraph. On the other hand, the (awareness) dimension achieved the lowest value for the arithmetic mean, which amounted to (4.226), ranking third

and last among the importance ranks of each dimension, and its standard deviation value is (0.663), which is a value that reflects low dispersion. To the extent of acceptance in the answer of the research sample, the answer level for this paragraph was (high), and therefore these results led to a relative increase in the value of the (coefficient of variation) to reach (15,709), which is the highest value compared to its fellow dimensions, which indicates the presence of a state of There is dissatisfaction among members of the research sample with this paragraph, which requires reconsideration by the concerned authorities, on the other hand, in comparison with the rest of the dimensions.

2. Description and diagnosis of the competitive response variable: The competitive response variable was defined in this research as a dependent variable, and this variable embodied three dimensions: (speed, stability and consistency, and effectiveness) whose statistical descriptions were as in Table (5).

Table (5): Results of descriptive statistics for the competitive response variable

T	Descriptive statistics (Dimensions)	Arithmetic mean	standard deviation	Coefficient of variation	Level of importance
1	speed	4.146	.7120	21,341	3
2	Consistency and stability	4.168	.6570	20,011	1
3	effectiveness	4.164	.6930	20,748	2
The overall average of the variable		4,160	0,682	20,694	---

Source: Prepared by the researcher based on the results of the SPSS program.

Through the results that appeared in the table regarding the second variable, which is (competitive response), which was measured across three dimensions within the research tool, it is clear that the general rate of the arithmetic mean for this variable was high with a value of (4.160) and a standard deviation of (0.682), which is A value that reflects the low dispersion in the research sample's answer, and a coefficient of variation of (20,694), and in terms of arranging the dimensions according to their importance, the dimension (consistency and stability) achieved the highest value for the arithmetic mean, which amounted to (4.168), to rank first among the ranks of importance of each paragraph, to be the value of its standard deviation. (.6570), which is a value that reflects the low dispersion in the research sample's answer, and the answer level for this paragraph is (very high). Therefore, these results led to a decrease in the value of the (coefficient of variation) to (20.011), which is the lowest value compared to its peer paragraphs, which indicates This is due to the presence of high agreement among the members of the research sample regarding this paragraph. On the other hand, the dimension (speed) achieved the lowest value for the arithmetic mean, which amounted to (4.146), to rank third and last among the levels of importance of each dimension, and its standard deviation value is (0.712), which is a value that reflects dispersion. Low to the point of acceptance in the research sample's answer, and the answer level for this paragraph was (high), and therefore these results led to a relative increase in the value of the (coefficient of variation) to reach (21,341), which is the highest value compared to its fellow dimensions, which indicates the presence of a situation There is dissatisfaction among the members of the research sample regarding this paragraph, which requires reconsideration by

the concerned parties regarding it, on the other hand, in comparison with the rest of the dimensions.

Second: Testing the research hypotheses

1. Analysis of the first main hypothesis: The following is a detailed test of the main and subsidiary hypothesis: Table (6) confirms the existence of a significant correlation between the independent variable (competitive behavior drivers) and the dependent variable (competitive response) at the overall level, as the value of the correlation coefficient between them reached (**0.882). As for the sub-dimensions, the results showed the occurrence of a correlation. Between (awareness) and the dimensions of competitive response, which are (speed, consistency, stability, effectiveness), the correlation coefficient values reached (**0.716, **0.792, **0.810), respectively, as shown in the table. Table (6) confirms the existence of a significant correlation between (desire) and the dependent variable (competitive response) at the overall level. The value of the correlation coefficient reached (**0.814). As for the sub-dimensions, the results showed that there was a correlation between (desire) and The dimensions of (competitive response) represented by (speed, consistency, stability, effectiveness) and the correlation coefficient values reached (**0.727,**0.760,**0.780), respectively, as shown in the table. Table (6) confirms the existence of a significant correlation between (capability) and the dependent variable (competitive response). The correlation coefficient reached (**0.850) at the overall level. As for the sub-dimensions, the results showed that there is a correlation between (capability) and the dimensions. (Competitive response) represented by (speed, consistency, stability, effectiveness), as the correlation coefficient values reached (**0.758, **0.817, **0.793), respectively, as shown in Table (32).

Table (6): Correlation coefficients between competitive behavior and its drivers and competitive response and its dimensions

Variables	speed	Equity and steadfastness	Effectiveness	Competitive response
Awareness	0.716**	0.792**	0.810**	0.830**
the desire	0.727**	0.760**	0.780**	0.814**
Ability	0.758**	0.817**	0.793**	0.850**
Competitive behavior	0.779**	0.838**	0.842**	0.882**

Source: Prepared by the researcher based on the results of the SPSS program.

2. Analysis of the second main hypothesis: The current study developed the second main effect hypothesis, which states (there is a significant effect of competitive behavior and its drivers (awareness, desire, ability) on (competitive response)). From this hypothesis emerges a set of sub-hypotheses. This hypothesis was tested by During the simple regression analysis, and considering this hypothesis, a significant relationship was formulated between the true value of the independent variable (competitive behavior), which was coded as (C), and the dependent variable (competitive response), which was coded as (B), in light of Table (7) for

analysis of variance. The significance of the model appears according to the (F) test, as its analysis will show later:

Table (7) Analysis of the impact of competitive behavior and its drivers on competitive response

variable Independent	Constants		(R ²)	(F)	(P-Value)	Dependent variable
	β	α				
Competitive behavior C	0.873	0.467	0.778	1363.953	0.000	Competitive response (b)
Awareness (C1)	0.798	0.788	0.689	862.435	0.000	
Desire (C2)	0.737	1.039	0.662	764.319	0.000	
Capacity (C3)	0.796	0.794	0.722	1013.096	0.000	

Source: Prepared by the researcher based on the results of the SPSS program.

It is clear from the results of Table (7) that the calculated value of (F) is (1363.953), which means that it is greater than its tabulated value (6.1) at a significance level of (0.01) and with a confidence level of (99%), which indicates the presence of an effect of the independent variable (competitive behavior). in the dependent variable (competitive response). As the results of Table (7) indicated, the value of the coefficient of determination (R²) amounted to (0.778), which means that (0.778), of the variance occurring in (competitive response) is variance resulting from (competitive behavior) that entered the model, and that (0.222). is variance explained by factors that were not included in the regression model. Table (35) indicates that the constant ($\alpha = 0.467$), which means that there is a (competitive response) of (0.467), even if (competitive behavior) is equal to zero. As for the value of ($\beta=0.873$), it indicates that a change of (1) in (competitive behavior) will lead to a change in (competitive response) of (0.873). Table (35) also indicated the significance of (0.000) in the outputs of the statistical system, which is confirmation of the presence of a high and significant effect of (competitive behavior) on (competitive response). With this result, the main hypothesis of the current study is verified, which states (there is a significant effect of competitive behavior on competitive response). At the level of sub-hypotheses, they are as follows:

This first sub-hypothesis was tested through simple regression analysis, and in light of these hypotheses, a significant relationship was formulated between the true value of the independent variable (competitive behavior), which was coded with the symbol (C), and the sub-explanatory drivers (awareness, desire, ability). It is clear from Table (7) that the value of (F) calculated for (awareness, desire, ability), which were respectively coded as (1013.096, 764.319, 862.435), respectively, and these values were greater than their tabulated value (6.1) by a level Significant (0.01), which indicates the presence of an effect of competitive behavior drivers represented by (awareness, desire, ability) on the dependent variable (competitive response). This indicates that the regression curve is good. As the results of Table (7) showed, the value of the coefficient of determination (R²) was (0.689) for (awareness) (C1). This means that an amount of (0.689) of the variance occurring in (competitive response) is variance explained by the drive (awareness). And (0.311) is variance explained by factors that were not included in the regression model.

The results of Table (7) also showed that the coefficient of determination (R^2) is (0.662) for (desire) (C2). This means that an amount of (0.662) of the variance occurring in (competitive response) is the result of the (desire) driver that entered the model. And (0.338) is variance explained by factors that were not included in the regression model. The value of the coefficient of determination (R^2), which is (0.722) for (capability) (C3), indicates that the amount of (0.722) of the variance occurring in (competitive response) (B) is variance explained by the (capability) driver that entered the model. And (0.278) is variance explained by factors that were not included in the regression model.

As for the value of ($\beta C1=0.798$), it indicates that a change of (1) (awareness) will lead to a change in (competitive response) of (0.798). While the value of ($\beta C2 = 0.737$), which means that a change of (1) in (desire) will lead to a change in (competitive response) of (0.737). Also, the values of ($\beta C3=0.796$) confirm that a change of (1) in (ability) will lead to a change in (competitive response) of (0.796).

From the data mentioned, it can be seen that the sub-hypotheses of influence emanating from the first main hypothesis have been verified, which states:

A- There is a significant effect of awareness on competitive response.

B- There is a significant effect of the desire for competitive response.

T- There is a significant effect of ability on competitive response.

Section Four: Conclusions and recommendations

First: Conclusions

1. Successful companies are companies that, in light of intense competition, achieve their goals efficiently and effectively compared to their competitors and maintain this level of excellence for the longest possible period. This is achieved by adopting competitive behavior that is consistent with what the competitive arena requires in terms of dynamism, creativity, innovation and excellence to enhance its position. Competitiveness in the market.
2. The ability of companies to create and provide an advantage to their customers through their competitive behavior reflects the extent of their distinction and superiority over their competitors in the market.
3. The ability to respond to the competitive business environment gives the company the ability to excel in the long term, and thus companies impose their competitive behavior on competitors.
4. The element of competition is of great importance to companies, as it allows them to be fully prepared against any maneuver by competitors, in addition to the possibility of maneuvering at the appropriate time.
5. There is a strong correlation between competitive behavior in terms of its dimensions and competitive response at the macro level, which explains that telecommunications companies choosing appropriate competitive behavior enhances their competitive response.
6. At the level of sub-dimensions, it ranked first in terms of the strength of the relationship between (capability and competitive response), which explains that the more companies' capabilities and capabilities increase, the stronger their competitive response.

7. At the level of Asiacecell and Zain, the highest correlation was between (competitive behavior and competitive response), which explains the importance of these variables among the telecommunications companies in the study sample.

8. There is a significant effect of competitive behavior drivers on the competitive response of the telecommunications companies in the study sample, which explains that the availability of competitive behavior drivers enhances the competitive response of companies.

9. At the sub-dimensions level, the results showed that all drivers of competitive behavior affect the competitive response, and the capability dimension had a higher impact than the rest of the dimensions, which explains that as the capabilities and capabilities of telecommunications companies increase, this enhances their competitive response.

Second: Recommendations

1. Enhancing interest in diversifying the services provided to beneficiaries, and removing all pressures and barriers to which it is exposed in the work area.

* Implementation mechanism

A- Building barriers that are difficult for competitors to overcome, as well as responding to any moves made by its competitors.

B- Providing various services in different ways to meet the ambitions of beneficiaries to surpass competitors.

2. The two companies studied invested in contemporary learning systems by generating modern ideas that keep pace with the environmental developments surrounding their work.

* Implementation mechanism

A- Enhancing learning processes for employees in the two researched companies.

B- Attracting talented employees with distinguished competence and experience to improve the quality of its services.

3. Urging senior management to provide the necessary material and human capabilities to develop the human resource and employ digital resources.

* Implementation mechanism

A- Identifying current and future human needs within the framework of the information collected in order to find distinct solutions to work problems.

B- Increasing spaces for participation and group work to enhance creative works.

T- Providing a comfortable organizational atmosphere and work environment for employees working in the two companies under investigation.

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