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The Role of the Integrated Marketing Communications in highlighting the competitive advantage in the Jordanian Telecommunication Companies (Orange Company: Study Model)

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Abstract

This research aimed to study the marketing communications and their roles in excreting the competitive advantage in the service sectors as well as clarifying the importance and role of the elements of the service communication mix in achieving the objectives of the foundation of economic services while studying the reality of the marketing communications of Orange's organization, also aimed to propose solutions and recommendations to the research institution to assist in improving its marketing communication mix, and the development of marketing communication policies, which helps in the achievement of its competitive advantage .

The study population consisted of all citizens and customers dealing with Orange 1200 questionnaires have been distributed random sample of citizens, and the study concluded that there is a statistically significant effect on all marketing communications at a significance level of ($\alpha = 0.05$) on each of: Market share, competitive advantage, customer satisfaction.

The study recommended increased attention to the development of means of communication and promotion to customers and work to provide new services fit with the requirements and desires of customers in addition to the diversity of the presentations and not confined to a particular class and increase the role of personal selling through the establishment of centers in remote areas as well as the work of the mobile service centers in different regions.

Introduction

Today, the world is witnessing rapid changes and developments in different fields of life affecting all the organizations in the world at different levels of development such as the economy globalization, markets liberalization and openness, promotion of foreign investments, the emergence of technological information revolution as a main drive of the economic globalization, in addition to the increased number of organizations with their varied

activity in the services sector, which witnessed a great development in the industrialized countries representing 70% of the gross domestic product (GDP); the services sector is considered an economy by itself for some developed countries on top of which is the United States of America whose economy is services; FUCHS indicates that 75 percent of the workforce there work in the service sector, especially communications.

The markets of this sector have witnessed a severe competition among the active organizations in their attempts to meet the needs and satisfaction of customers and enjoy the competitive advantages enabling them to keep their status regarding the services they provide. Due to the importance of marketing communications and its role in raising and decreasing the risks perceived by customers and the fact that we cannot judge the service except after buying it, most service organizations tended to pay attention to the quality and size of their marketing communications to achieve a good communication with their customers.

Study Importance

The importance of this study is represented in highlighting the role of the integrated marketing communications in the field of services, and the need to pay attention to it and ensure its effectiveness in this field by providing a study for the student, practitioner and decision maker representing a source of information that includes not only scientific concepts but also concepts with practical marketing implications, especially in light of the increased openness of the international markets and the severe competition witnessed by the Jordanian market in some service sectors like the telecommunications sector.

Study Problem

Jordanian telecommunication companies in the mobile operator sector it's don't utilize the integrated marketing communication to differentiated his work, with other company as the same sector to give it competitive advantage the behavior to each company differs, Zain and Umnia. Al-muani (2014) and Al Khattab et al. (2015) focused on the importance of the competitive advantage and customer satisfaction and the market share and they recommended to attention in developing the means of marketing communication.

The problem of the current study lies in the fact that the globally used integrated, marketing communications at the Jordanian communication companies is still incomplete especially at the company under study, Orange, where there is a relative weakness in its performance at the current time with its local or international competitors. To investigate the purpose of this study, we should answer the following questions:

1. Does Orange have an integrated marketing communications strategy to increase its market share?
2. What is the extent of the customer satisfaction of Orange regarding its communication role towards its customers?
3. Does Orange have trained and qualified cadres for reaching to a competitive advantage over its counterparts?

According to the researcher, this study is considered as one of the few studies on the integrated marketing communications and their role in highlighting the competitive advantage in the Jordanian telecom companies (Orange; study model), paying attention to the communication means and promotion of customers and conducting different service centers among the covered areas. According to Alkhawaldeh, Al-Salaymeh, Alshare and Eneizan (2017) "The success of marketing programs is key factor which determines the

competition among brands" (p.42). Al Khattab, As'ad and Zaidan (2015) and Ali and Allan (2017) they recommended future researches are needed in this issue.

Study Objectives

The study aims to:

- Study the integrated marketing communication and its role in focusing on the competitive advantage in the service sectors, especially communication.
- Clarify the importance and role of the elements of the service marketing communication mix in achieving the objectives of the service economic organization.
- Study the reality of the marketing communication in the organization under study, which is Orange.

Study Hypotheses

1. There is no statistically significant relationship between the increased market share and the marketing communications
2. There is no statistically significant relationship between the customer satisfaction and the marketing communications
3. There is no statistically significant relationship between the competitive advantage and the marketing communications

Theoretical Framework and Previous Studies

Jordan Telecommunication Group, Orange, is one of the key players in the field of Information Technology and Communication where its services of fixed lines, cellular communications and the Internet represent the main basis of communication in Jordan along with its contribution in Jordan's integration with the countries in the region and the world. In 2006, Jordan Telecommunication Group conducted the largest combination in the communication market through combining its four companies under one umbrella making itself as the only integrated telecommunications operator in Jordan. In 2007, the group adopted Orange as a brand referring to France Telecom in all its services of fixed, mobile, Internet and content, which added a great achievement to the field of Information Technology and Communication. The target was providing the Jordanian market with developed services similar to the services of the international companies. It committed itself to working on satisfying the needs and desires of customers and solving their needs and complaints through a distinguished team that provides solutions to customers within an appropriate time frame (www.orange.jo). However, for those following up its services, they find that there is a weakness in its performance due to the repeated complaints of customers via the various means of communication (e.g. the live radio program (Al-Bath Al-Mubasher)) such as the non-coverage and interruption in communication, both internally and internationally; this leads to having a negative impact on customers and using the other competing companies where some marketing studies (comparative study) indicates, in an analysis of the official page of the Jordanian telecommunication companies from 11-12 of 2013, that the response rate from Orange to customers was 93.6% compared to 97.8-98.2 percent for Zain and Umniah respectively for the same period. The study also indicated that the social indicators for each of the three companies for the same period were: Zain (26%), Orange (15%) and Umniah (14%), which shows that Zain is the most sociable company through its publications of (27%) while it was (1.4%) for Orange and (6.8%) for Umniah. This indicates the importance of the social marketing by Zain, which contributed to increasing its

market share; however, Orange did not adopt the tools used by the other communication companies operating in Jordan. (Al-Maani, Lua'ai et, 2014).
Accordingly, I desired to show the importance of the integrated marketing communications and their role in highlighting the competitive advantage in the Jordanian telecommunications companies, especially the one under study, Orange as a model.

Competitive Advantage

First: The concept and dimensions of the competitive advantage

- The concept of competitive advantage: There is no unified concept of the competitive advantage since it did not appear by coincidence, but as a result of some urgent changes at all levels; therefore, the competitive advantage is defined as:
"The competitive advantage arises once the organization finds new ways that are more effective than those used by the other competitors so that it can take this discovery practically in the field" (Porter, 1993, p48).
First definition: The competitive advantage which arises when the organization finds new ways that are more effective than those used by the other competitors; such organization can use this discovery in the field, in other words once a process of creativity happens in its wide concept.
Second definition: "The competitive advantage is defined as a feature or element of excellence for the organization when adopting a specific strategy for competition" (Nabil, 1996, p. 48).

Second: the dimensions of the competitive advantage:

1. **Cost**: The companies that seek to obtain a larger market share as a basis for their success and superiority are the ones that offer their products at a cost lower than those of the competitors.
2. **Quality**: It is considered one of the important competitive advantages (Alkhawaldeh & Eneizan, 2018); it refers to performing the things correctly to provide products that fit the needs of customers.
3. **Flexibility**: It is the basis for achieving the competitive advantage of the company through the fast respond to the changes that might occur in designing the products suiting the needs of customers.

Flexibility: Means the company's ability to change the operations to other methods. This might mean changing the performance, method and time of the process; the customer needs to change the processes to provide a number of requirements, such as: the product's flexibility, which is the ability of the processes to provide new or modified products.
Mix flexibility: The ability of the processes to produce a mix of products, **delivery flexibility**: the ability of the processes to change the delivery times of products.

4. **Delivery**: The basic rule of competition among companies in the market by focusing on reducing the deadlines and speed in designing new products and delivering them to customers in the shortest period of time. There are three priorities for the delivery that deal with time: delivery speed, delivery time, speed of development (Akram, 2008, p. 13).
5. **Creativity**: Some writers and researchers add creativity as one of the dimensions of the competitive advantage where their viewpoints on creativity were varied; there are many definitions of creativity; Mead defines it as: the process or activity performed by the individual producing a certain result or a new thing. (Mead, 1994, p56).

Third: The importance of the competitive advantage:

The importance of the competitive advantage for organizations is necessary to achieve superiority over the other organizations in the same industry. Achieving it leads the organization to the optimal use of resources distinguishing it from other organizations.

The importance of the competitive advantage is evident through:

1. It gives a strong indicator for organizations to strengthen its control on the market (market share) larger than its competitors. It might mean the organization's control on many customers compared to the other competitors (Gzepiel, 1992K.p40).
2. It is a strong weapon adopted by the organization to meet the challenges of the competing organizations. This means that the organization develops its competitive knowledge and capabilities to meet the needs of the customers in the future by creating production technologies and skills that enable it to adapt the rapidly changing opportunities (Whitehill, 1997p625).
3. It is considered an important criterion for the success of organizations distinguishing them from other organizations in terms of creating new distinctive models, which are difficult for competitors to imitate (Al-Hayali, 2006, p. 73).
4. Most modern organizations rely on technology to achieve competitive advantages for survival and continuity due to the constant changes in technology; not following up this change leads that the organizations face weakness or failure. (Yassin, 1998, p. 28).

Fourth: Sources of Competitive Advantage:

The Competitive advantage is a target sought by organizations for acquisition, achievement, comparison with their competitors. Since the internal and external environment conditions are constantly changing, such conditions affect the sources of the competitive advantage; they can be summed up as follows:

1. **Low costs:** Organizations compete to offer products at attractive prices.
2. **Service**: Some organizations provide distinguished services with high characteristics, and the other organization cannot do the same, i.e. provide distinguished services from MacDonald.
3. **Focus**: The organization heads to a certain market objective and focuses its efforts on achieving the competitive advantage through the market.
4. **Technology**: The developed means of the high performance which leads to the development of high levels of performance of the organization; competitors cannot provide such services.
5. **Quality**: Most organizations seek to provide services of a high quality that the competing organizations cannot imitate (Alkhawaldeh, Salleh & Halim, 2015).
6. **Growth**: The Organization's ability to expand and grow in providing services to new markets, which is reflected on the market plan; this is one of the factors of the competitive superiority (Al-Razzak, 2004, p. 249).
7. **Time and delivery**: Time and delivery are important sources of achieving the competitive advantage, especially when providing new services to markets, where time plays an important role in the market.

Fifth: The levels of the development of the competitive advantage:

Most organizations attempt to develop the competitive advantages through understanding the senior management of the new ways of competition; this behavior is ultimately a result of creativity.

The competitive advantage passed through several stages from the 1930s to the mid-1980s, focusing on optimizing the opportunities available and addressing the weaknesses and threats facing them towards achieving the strategic goals by adding a value to the organization in the communicative aspect (Al-Hayali, 2006, pp. 71-72).

The researcher sees that the competitive advantage has become an important factor for the business organizations to stay in the market and increase the volume of customers and thus increase the sales of these organizations, especially that the competition in the world of telecommunications has become enormous and it grows rapidly as a result of the modern technological developments, which led to a greater diversity in the needs and desires of customers in the service sector, which is an essential element in the development of the organizations in providing services of all kinds; there is no doubt that the competitive advantage is becoming a part of the entrepreneurship as organizations seek towards reaching to a competitive advantage that qualifies them to stay in the business market.

Marketing Communications: The means (advertisement, personal selling, sales promotion, public relations and commercial advertisement) through which the organization tries to inform, persuade and remind customers either directly or indirectly about the products it produces (Kotler, 2009, p45).

Customer satisfaction: It is one of the most important standards that enable the organization to confirm the quality of its goods and services because it is the source of the customers' loyalty towards the organization. Kotler (2010) defines it as "the customer's sense of pleasure or disappointment as a result of comparing the performance of the product submitted to him (perceived) with his previous expectations of the product. In procedures, it is defined as the individual's sense of satisfaction resulting from obtaining a service or product similar to or above his expectations (Kotler, 2003, p.61).

Market share: It is defined as "The percentage of sales (in quantity or quality) compared to the total sales of the organization and its immediate competitors" (Gi, Odegieh, 2008 p. 45). Nasser and Turjman (2006, p.130) defined it in procedures as “a percent of the sales as a particular brand to the total sales of the brands of the competing organizations or as a percent of a certain organization to the total sales of the organizations operating in the same industrial sector.

Integrated Marketing Communications

The marketing communications in essence do not differ from the administrative communications in their public nature; they are a part of them despite the privacy distinguishing them from the other communications systems in the organization. The marketing communications do not aim to achieve a purchase process from customers, but also seek to create a distinctive and influential image in the community through the product quality and the consumer's loyalty to them. Accordingly, the marketing communications have moved from the method of getting access to customers to finding new ways to reach to them through the integrated promotional method (Kotler, 1997: p605).

Definition of Marketing Communications

Kotler defined it as the means by which the organization attempts to inform, persuade and remind customers about the products it produces either directly or indirectly (Kotler, 2009, p45).

Marketing communications have been defined in a close context to the focus on its promotional aspect and on the basis that the essence of the marketing communications is

promotion. It is defined as "all the means used by the company with the target groups and the public to promote itself or its products (Pelsmacker, 2001, p3).

Marketing Communications and its elements: Marketing communications is one of the strategic pillars due to its role in creating a mental image among the target customers whether individuals or organizations, and their role in achieving the objectives of both sides of the exchange process: producer and consumer. It includes the following:

1 - **Advertisement**: The non-personal means of providing goods, services and ideas by a sponsor, information and a paid wage (Kotler, 2009, p762).

2. **Sales promotion**: A set of incentive tools that are designed to have a rapid and short-term impact for the purpose of accelerating the process of buying goods and services by the customer (kotler 2009, p. 514).

3 - **Personal sale**: A face-to-face personal offer from the powers of selling in the organization to conduct a sale process and build relationships with them (kotler.2008.p452)

4 - **Public relations**: Communication efforts used to create good relations between the organization and the community, in addition to the commercial advertisement as one of the elements of marketing communications, which is seen by some marketing thinkers as a part of the public relations (pride.2000.p471).

Factors reaching to more increased interest in the integrated marketing communications:

In the early 1990s, companies became more interested in the marketing communications system, which has become an independent entity within the modern organizations. It is represented in the marketing information system, which plays a great role in achieving integration and coordination between the marketing activity and the other activities in the organization, collecting information from the surrounding environment and providing them to various managers to help them make the right decisions to achieve the organization's objectives.

This interest did not develop in a vacuum; it developed as a result of a number of factors that can be summarized as follows: - the emergence of the phenomenon of the market buyers, the emergence of large markets, competition, scientific and cultural developments, and the complexity of the marketing activity (Al-Ajarmeh, 2002, p. 20).

Marketing Communications Objectives

1. **Coverage**: It means covering the objectives of marketing communications to find out the target population effectively.

A – Realization Creation: the buyers' realization of the content of the communication with them.

(B) Demand motivation: encouraging people to buy or deal with the product, especially the trademark.

C - Setting expectations: The efforts of the marketing communications head towards identifying the target population and focus on the direct means of communication such as television, e - mail, and air mails.

2 – **Processes**: the procedures achieved in the marketing communications system to the public.

3 - **Effectiveness**: measuring the accuracy of the arrival of the promotional message through the process of the marketing communications in consistency with the planned objectives. (Pelsmacker, 2001, p.55).

Previous Studies

1- (Al Khattab, As'ad & Zaidan, 2015) entitled**, "**E-integrated marketing communication and its impact on customers, attitudes" The study aimed to identify E-IMC on customers' attitudes toward electronic product the result re-vialled that there was astatically significant relationships between E--integrated marketing communication and its impact on customers, attitudes toward electronic product and we recommended discussed future research.

2- (Ali & Allan 2017) entitled, the roll of -integrated marketing communication in increasing the efficiency of Internet-based Marketing among Jordanian Consumers. The study aimed to identify to increasing the demand on the product and elevate the level of customer satisfaction. The result of the study indicated there is positive influence of IMC on the internet based marketing. The study recommends carrying out a research study that examines the influence of E-IMC on the online marketing practices through social media websites.

3- (Abu Rahma, 2010) entitled, "The requirements of applying the marketing quality management on the total marketing, Case Study of the Palestinian Telecommunication company". The study aimed to identify the possibility of applying the marketing quality management with its dimensions (integrated marketing, total marketing, social marketing) and it concluded that the Palestinian cellular companies own the requirements of the marketing quality management and recommended to raise the level of applying the requirements of the marketing quality management for the benefit of the company and employees on the one hand and the customers and beneficiaries on the other.

4- (Abu-Safiyieh, 2004), "Evaluating the competitive features of the Palestinian telecommunications companies, an applied study on the Gaza Strip". The study aimed at identifying the nature of the competition between the Palestinian Cellular Telecommunications Company (Jawwal) and the Israeli cellular communication companies in the areas of the Palestinian Authority without getting the approval of the Palestinian Authority in addition to the effect of the Israeli actions against Jawwal on the company's activities. The study concluded to achieving the competitive advantage in the cellular communications industry by evaluating Jawwal's competitive advantages.

5- (Al-Damour & Al-Shraideh, 2008), "The impact of the promotional mix on the decisions of the Jordanian consumer in using the cellular service". The study aimed at identifying the importance of the promotional mix elements in affecting the decisions of the Jordanian consumer in using the cellular service in Jordan in terms of subscription and choosing the type of subscription and usage rate.

6 – (Blunas, 2010), "The role of the intellectual capital in achieving the competitive advantage of the business organizations. The study aimed to identify the intellectual capital management due to its importance to the business organizations, clarify the various factors affecting the competitive advantage, and explain the correlation between the intellectual capital and the competitive advantage of the organization. The study concluded that the intellectual capital is the main pillar of the economic progress, the real capital owned by the organizations is the original intellectual capital and that the decisions related to the intellectual capital are strategic decisions through the knowledge assets which are considered a powerful tool of management.

7- (Najib, 2011), "The role of the tourism marketing mix in achieving the competitive advantage". The study aimed to analyze the correlation between the elements of the tourism marketing mix and the competitive advantage. The study concluded that there is a significant effect for the explained variables represented by the role of the tourism marketing mix in the responsive variables represented in the competitive advantage.

8 – (Nasirah et al., 2006), the role of the external Customer in supporting the Competitive Advantage. The study aimed to try to highlight the special importance gained by the topic of acquiring a sustainable competitive advantage through the customer satisfaction. The study concluded that the competition level was high leading to increased risks which led that the organization seeks to achieve the customer satisfaction and works to satisfy his needs and desires.

9. (Ina Landua, 2008), "Acquiring a Competitive Advantage through the Customer Satisfaction: Trust and Confidence in heading towards adopting the Green Marketing Concept". The study aimed to identify the issues that determine the effectiveness of the green marketing and the role played by the trust in maintaining customers. The study concluded that both the environmental responsibility and the environmental orientation need to adopt and implement a complete business strategy by the organization in its main principles effectively and efficiently along with such issues.

10. (Rhonda.l.henskey, 2007), the impact of waiting to get multi-level services on the customer satisfaction. The study aimed to test the impact played by the customer's waiting time to get multi-level services on the quality perceived by the customer. The study concluded that the waiting time of the customer is acceptable which is the factor affecting the quality perceived by the customer.

11. (RadeB.Vukmir, 2008), "Customer Satisfaction". The study aimed to analyze the information obtained from the customers to reach to the level of the service quality compared to the desires of customers in the medical services. The study concluded that there is an impact for serving the patient and the level of the care received by the patient at his satisfaction level and that each of the waiting time, method of performing the service; the hospital location and physicians directly impact the customer's level of satisfaction.

Study Methodology

The researcher used the analytical descriptive method because of its suitability to the nature of this study, clarifying methods of collecting the necessary information and the measurement tool used (questionnaire) and stating the study community and the statistical methods used to analyze the data.

Study Community and Sample

The study community consisted of all the customers of Orange Communications Company. A random sample of 1200 customers of Orange was selected randomly out of which 1100 questionnaires were retrieved. After reviewing the questionnaires, the researchers excluded 100 questionnaires due to their invalidity for the analysis; the analysis was conducted on 1000 questionnaires.

The Measurement Tool was Tested Through

Tool Validity: to confirm the measurement tool used in the study, the researchers presented it to a group of specialists to express their observations on the correlation, formulation and clearance of each item with the dimension it measures. Furthermore, Cronbach's Alpha equation was applied to all the sections of the study instrument where the reliability coefficient amounted to (0.81), which is considered high and acceptable for the application.

Data Analysis and Hypothesis Testing

Here is a presentation of the results of the statistical analysis as well as a test for the study hypotheses according to the variables of the study.

- Results related to the general characteristics of the members and sample of the study community.

First: Demographic Characteristics of the Study Sample:

Table (1) presents the distribution of the members of the study sample according to the personal variables.

Table (1)
the distribution of the members of the study sample according to the personal variables.

Variable	Level	Frequency	Percentage
Gender	Male	810	81.0
	Female	190	19.0
	Total	1000	100.0
Age	Less than 20 - 30 years	670	67.0
	30-40 years	40	4.0
	More than 40 years	290	29.0
	Total	1000	100.0
Academic qualification	Diploma	190	19.0
	Bachelor	480	48.0
	Postgraduate	330	33.0
	Total	1000	100.0

Table (1) shows the following:

1. The percentage of the males in the sample was (81.0%), while the percentage of the females was (19.0%).
2. The highest percentage of the distribution of the members of the study sample according to the variable of age was (67.0%) for the age group (less than 20-30 years), while the lowest percentage was (4.0%) for the age group (30-40 years old).
3 - The highest percentage of the distribution of the members of the sample according to the variable of the scientific qualification was (48.0%) for the scientific qualification (BA), while the lowest percentage was (19.0%) for the academic qualification (Diploma).

Results related to the Study Variables

After analyzing the basic characteristics, the researchers presented the results of the study which aimed at identifying the marketing communications and their role in highlighting the competitive advantage in the Jordanian Telecommunication Companies (Orange as the study model) through testing the study hypotheses.

First hypothesis: There is no statistically significant relationship between the increased market share and the marketing communications.

To confirm the validity of this hypothesis, the arithmetic means and standard deviations of all the items of the marketing communication field and their impact on the market share were extracted and one sample T-test was applied to the whole field; tables (2-3) explain that.

Table (2):
The arithmetic means and standard deviations of all the items of the marketing communications field and their impact on the market share

No.	Item	Arithmetic mean	Standard deviation
1	The boards presented by Orange at streets and main locations provide sufficient information about the company and its services.	3.34	1.29
2	The Information on the envelopes and brochures used by Orange have a great ability in clarifying the services it provides.	3.06	1.10
3	I have no difficulty in accessing the information I want about any products or services provided by Orange.	3.54	1.05
4	Orange uses all means of communication either through social networks, newspapers, magazines, or advertising messages on the phone.	4.07	1.02
5	Clarity is present in the way information provided on Orange service which can be easily comprehended by customers.	3.54	1.01
6	The company provides a vast coverage from the service center to its customers making the access to the company easy.	2.97	1.23
7	The method of presenting competitions by Orange contributes to a demand for its services.	3.17	1.52
8	Possessing skills and good dealing by the company employees at the exhibitions drives me to participate in the services provided by Orange.	3.46	1.32
9	Orange's website contributes in obtaining all the services provided by the company, including the electronic payment of subscriptions.	3.35	1.18
The field of marketing communications and its impact on the market share as a whole		3.39	0.64

The above table shows that the arithmetic means of the answers of the members of the sample on the items of the field of marketing communications and their impact on the market share ranged between (2.97-4.07); the highest was item (4) "Orange uses all means of communication either through social networks, newspapers, magazines, or advertising messages on the phone", while the lowest was item (6)" The company provides a vast coverage from the service center to its customers making the access to the company easy, " and the arithmetic mean of the field as a whole was (3.39).

Table (3)
Results of applying One Sample T-test on the field of the marketing communications and their impact on the market share as a whole

Hypothesis	Arithmetic Mean	Standard Deviation	T	Statistical significance	Result
There is a statistically significant effect at the level of significance (α = 0.05) for the marketing communications on the market share.	3.39	0.64	6.04	0.00	acceptance

The previous table shows that there is a statistically significant impact at the level of significance (α = 0.05) for the marketing communications at the market share where the value of (T) was (6.04), which was statistically significant at the level of (α = 0.05) and the standard grade of the fifth gradation. The arithmetic mean was (3.39), which is higher than the standard grade leading to accepting the hypothesis in the formula set and rejecting the zero formula.
The second hypothesis: There is no statistically significant relationship between the customer satisfaction and the marketing communications.
To validate this hypothesis, the arithmetic means and standard deviations of all the items of the marketing communication and their impact on the competitive advantage were extracted and (One Sample T-test) on the whole field was applied; tables (4-5) illustrate this

Table (4):
The arithmetic means and standard deviations of all the aspects of the field of the marketing communications and their impact on the competitive advantage

No.	Item	Arithmetic mean	Standard deviation
1	The company offers competitive offers compared to the other companies for all the groups of society, which distinguish them from others in providing services to customers.	3.38	1.33
2	The company strictly adopts the quality standards in all its services and departments	3.45	1.20
3	The company has an annual program for the renewable needs of customers	3.50	1.13
4	The company responds fast to its customers through service and communication centers	3.39	1.30
5	The company has an integrated set of solutions either for business or individuals.	3.31	1.25
6	The survival and continuity of the company and its superiority over its competitors requires providing services of high quality	3.54	1.34
7	Through operations, the company can distinguish itself from its competitors by satisfying customers	3.58	1.07
8	The Company seeks to provide services at the right time to achieve a competitive advantage	4.10	0.89

No.	Item	Arithmetic mean	Standard deviation
9	The company is keen to be innovated to meet the competing organizations	3.53	1.15
The field of marketing communications and their impact on the competitive advantage as a whole		3.53	0.60

Table (4) above shows that the arithmetic means of the respondents' responses to the items of the marketing communications and their impact on the competitive advantage ranged between (3.31-4.10); the highest was item (8). "The Company seeks to provide services at the right time to achieve a competitive advantage" and the lowest was item (5) stating "The Company has an integrated set of solutions either for business or individuals" and the arithmetic mean for the whole field was 3.53.

Table (5)
Results of applying One Sample T-test on the field of marketing communications and its impact on the competitive advantage as a whole

Hypothesis	Arithmetic Mean	Standard Deviation	T	Statistical significance	Result
There is a statistically significant effect at the level of significance (α = 0.05) for the marketing communications on the competitive advantage.	3.53	0.60	8.86	0.00	acceptance

From the previous table, it became evident that there was a statistically significant effect at the significance level (α = 0.05) for the marketing communications on the competitive advantage where the value of T was (8.86), which was statistically significant at the level of (α = 0.05) and for the standard grade of the fifth grade (3) where the arithmetic mean was (3.53), which is higher than the standard grade leading to accepting the hypothesis with its stated formula and rejecting the zero formula.

Third hypothesis: There is no statistically significant relationship between the competitive advantage and the marketing communications.
To confirm the validity of this hypothesis, the arithmetic means and standard deviations of all the items of the marketing communications and their impact on the customer satisfaction were extracted and One Sample T-test was applied to the whole field; tables 6-7 illustrate this.

Table (6):
The arithmetic means and standard deviations of all the items of the field of marketing communications and their impact on the customer satisfaction

No.	item	arithmetic mean	Standard deviation
1	I think that the price I pay is consistent with the level of service I receive from the company	2.97	1.23
2	I advise my friends to deal with the company due to my good impression about it	3.35	1.42
3	The company, through its means of communication with customers, provides suggestions and ideas for improving the services provided by the company.	3.52	1.28
4	The company follows up with its customers from time to time through calling them on the phone and taking observations on the services they used from the company	3.34	1.20
5	The company offers a group of services helping customers own the things they need without burdens, which creates a good mental image of the company and its services.	3.52	1.28
The field of marketing communications and its impact on the customer satisfaction as a whole		3.34	0.93

Table (6) shows that the arithmetic means of the answers of the members of the study sample on the items of the field of marketing communications and their impact on the customer satisfaction ranged between (2.97-3.52); the highest was item (3) "The company, through its means of communication with customers, provides suggestions and ideas for improving the services provided by the company" , and the lowest was item (1)" I think that the price I pay is consistent with the level of service I receive from the company " and the arithmetic mean for the field as a whole was (3.34).

Table (7)
Results of applying One Sample T-test on the field of marketing communications and their impact on the customer satisfaction as a whole

Hypothesis	Arithmetic Mean	Standard Deviation	T	Statistical significance	result
There is a statistically significant effect at the level of significance (α = 0.05) for the marketing communications on the customer satisfaction.	3.34	0.93	3.67	0.00	Accept

The previous table shows that there is a statistically significant effect at the level of significance (α = 0.05) for the marketing communications on the customer satisfaction where the value of T was (3.67), which was a statistically significant value at the level of (α = 0.05) and the standard grade for the fifth gradation was (3); the arithmetic mean was (3.34), which is higher than the standard grade; accordingly, the hypothesis is accepted in its valid formula and the zero formula is refused.

Table (8)
Arithmetic means and standard deviations of all the items of the field of marketing communications

No.	item	arithmetic mean	standard deviation
24	There is a clear impact of advertisement and promotion on enhancing the information being promoted at Orange	3.98	0.76
25	The company focuses on the means of personal selling in promoting its services.	3.95	0.88
26	The public relations affect the purchasing behavior of Orange customers	3.89	0.94
27	I get the information I need from salesmen without contradiction or difference depending on the different source	3.94	0.74
28	Salesmen realize and identify the method of using services at orange	3.88	0.94
	Competitive Advantage	3.928	0.852

The above table shows that the arithmetic means of the "competitive advantage" ranged (3.88-3.98); the highest was item (1) "There is a clear impact of advertisement and promotion on enhancing the information being promoted at Orange" and the lowest was item (5) "Salesmen realize and identify the method of using services at orange," and the arithmetic mean of the field as a whole was (3.92).

The first hypothesis: There is a statistically significant effect at the level of significance (α = 0.05) for the marketing communications on the market share.

To test this hypothesis, the researchers applied the regression for studying the effect of the marketing communications on the market share, Table (9) shows this.

Table (9)
Results of applying the regression equation for studying the impact of the marketing communication on the market share

Hypothesis	**β**	**T**	**R**	**R^2**	**F**	**Statistical significance**
There is a statistically significant effect at the level of significance (α = 0.05) for the marketing communications on the market share.	0.42	5.67	0.42	0.17	32.23	0.00

Table (9) shows that the effect of the independent variable on the dependent variable represented by (R) was (0.42), which is statistically significant; R2 was (0.17), which indicates that the independent variable has an effect over the dependent variable by (17%), (F) was (32.23), which is a statistical value at the level of significance (α = 0.05), indicating a statistically significant relationship between the two variables and the value of (β, T) was (0.42, 5.67), which were positive and statistically significant at the level of significance (α = 0.05) indicating a positive and statistically significant effect for the marketing communications on the market share; accordingly, the hypothesis is accepted.

The second hypothesis: There is a statistically significant effect at the level of significance (α = 0.05) for the marketing communications on the competitive advantage.
To test this hypothesis, the regression equation for studying the effect of the marketing communication on the competitive advantage was applied; table (10) illustrates this.

Table (10)
Results of applying the regression equation for studying the impact of the marketing communications on the competitive advantage

Hypothesis	**β**	**T**	**R**	**R^2**	**F**	**Statistical significance**
the impact of marketing communications on the competitive advantage	0.26	3.34	0.26	0.07	11.18	0.00

The previous table shows that the effect of the independent variable on the dependent variable represented by (R) which was (0.26) is a statistically significant value; the value of (R2) was (0.07), which indicates that the independent variable affects the dependent variable by (7%), the value of (F) was (11.18), a statistically significant value at the level of significance (α = 0.05), which indicates the presence of a statistically significant relationship between the two variables, and the value of (β, t) was (0.26 , 3.34), which are positive and statistically significant at the significance level (α = 0.05). This indicates a positive and a statistically significant effect for the marketing communications on the competitive advantage leading to the acceptance of the hypothesis.

The third hypothesis: There is a statistically significant effect at the level of significance (α = 0.05) for the marketing communications on the customer satisfaction.
To test this hypothesis, the regression equation for the study was applied to study the effect of the marketing communications on the customer satisfaction, Table 11 shows that.

Table (11)
Results of applying the regression equation

Hypothesis	**β**	**T**	**R**	**R^2**	**F**	**Statistical significance**
There was a statistically significant effect at the level of significance (α = 0.05) for the marketing communications on the customer satisfaction	0.39	5.14	0.39	0.15	26.50	0.00

The previous table shows that the effect of the independent variable on the dependent variable represented by (R) which was (0.39) is a statistically significant value; the value of (R2) was (0.15), which indicates that the independent variable affects the dependent variable by (15%), the value of (F) was (26.50), a statistically significant value at the level of significance (α = 0.05), which indicates the presence of a statistically significant relationship between the two variables, and the value of (β, t) was (0.39 , 5.14), which are positive and statistically significant values at the significance level (α = 0.05). This indicates a positive and a statistically

significant effect for the marketing communications on the customer satisfaction leading to the acceptance of the hypothesis.

Results

After conducting the statistical analysis of the answers of the members of the sample on the study tool, the following results were obtained:

1. There is a statistically significant effect at the level of significance (α = 0.05) for the marketing communications on the market share.
2. There is a statistically significant effect at the level of significance (α = 0.05) for the marketing communications on the competitive advantage.
3. There is a statistically significant effect at the level of significance (α = 0.05) for the marketing communications on the customer satisfaction.
4. There is a relationship between the results of this study and the results of the previous studies of Ali Nafez (2017), Alkattab (2015) Abu Safia (2004), Blunas (2010), Najib (2011), and Nasirah (2006), which all focused on the importance of the competitive advantage and the customer satisfaction regarding the services provided by the telecommunications companies in the field studies in addition to the presence of a statistically significant effect for the marketing communications on the market share, competitive advantage and customer satisfaction, which are consistent with Rhonda (2008) Lands and vukomir (2008).

Conclusion

Jordanian telecommunication companies in the mobile operator sector it's don't utilize the integrated marketing communication to differentiated his work, with other company as the same sector to give it competitive advantage the behavior to each company differs , Zain and Umnia , Lets consumer speak freely and criticize that company, on the other hand orange focus more increase the awareness, after conducting the main results importance we have statistical analysis of the answers of the members of the sample on the steely tool we find significant effect at the level of significant the (MC) on the market share, competitive advantage customer satisfaction.

This study observe and consistency relationship between the result of the study and the results of al-muani (2014) and Al Khattab et al. (2015). which all focused on the importance of the competitive advantage and customer satisfaction and the market share which in the light of the previous results we recommend to attention in developing the means of marketing communication and choosing the best that effects is customer providing new services that suit the requirement's and wishes diversity in offers and not limiting them to specific category , conducting aperiodic review of the programs and plans developed by orang ; the marketing development of the company pays its attention through choosing trained and qualified employees with knowledge in the marketing commutation mix in achieving the objectives of the serves economic organization .

Recommendation & Suggestions for Future Research

In light of the previous results, we recommend the following points:

- More attention in developing the means of marketing communications and choosing the best way that affects its customers.
– Working on providing new services that suit the requirements and wishes of customers.
- Diversity in offers and not limiting them to a specific category of the target markets.

- Conducting a periodic review of the programs and plans developed by Orange, taking the complaints of customers seriously and confirming the customer satisfaction regarding the services provided, which makes it distinguished from the other providers of services.
- The marketing department of the company (sales management) pays its attention through choosing trained and qualified employees with knowledge in the marketing business since they are the backbone of the organization; marketing today is the backbone for the survival and continuity of the organization along with the other cadres. Marketers are recommended to enter in to coordinately constant dialogue both internal and external to get up to date more communications and choosing the way that affects, its customers.
- Marketers need to further employ online trust enhancement techniques in impact customers.
- Therefore, it is recommended to delegate some authorities to page administrators for solving customer's problems immediately.
- Future research could compare how marketing telecommunications companies in other companies and other countries used marketing communication mix and development marketing communication policies which helps in the achievement of its competitive advantage.

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