



THE ROLE OF SOCIAL MEDIA IN INCREASING THE PROFITABILITY OF THE ECONOMIC INSTITUTION

DJEBLI Mohammed EL Amine *	BOUZOUIRA Ahmed
University of Mustapha Stambouli- Mascara (Algeria)	University of Mustapha Stambouli- Mascara (Algeria)
Mohamed.djebli@univ-mascara.dz	csidahmedb@gmail.com

Received 31/10/2022

Accepted 01/03/2023

Abstract

This manuscript investigates the role that modern information and communication technology plays in increasing the competitiveness of the institution (study of the impact of social networking sites). This phenomenon was investigated using a descriptive analytical approach; a questionnaire was used as the main tool for data collection. It was handed to a sample of (40) institutions, (30) valid questionnaires of which were retrieved for statistical analysis. Statistical analyses were performed by using the program of statistical packages for social sciences SPSS. From the results, it is evident that there is no impact of modern information and communication technology on increasing the competitiveness of the institution .

Keywords: Media and communication technology (MCT), social media, profitability, promotion, economic institution

Résumé

Ce manuscrit étudie le rôle que jouent les technologies modernes de l'information et de la communication dans l'amélioration de la compétitivité de l'entreprise (étude de l'impact des sites des réseaux sociaux). Ce phénomène a été traité à l'aide d'une approche analytique descriptive ; un questionnaire a été utilisé comme outil principal de collecte de données. Il a été appliqué à un échantillon de (40) entreprises, dont (30) questionnaires valides ont été récupérés pour l'analyse statistique. Les analyses statistiques ont été effectuées en utilisant le programme de logiciels statistiques pour les sciences sociales SPSS. D'après les résultats, il est évident qu'il n'y a pas d'impact des technologies modernes de l'information et de la communication sur l'amélioration de la compétitivité de l'entreprise.

Mots-clés : Technologies des médias et de la communication (MCT), médias sociaux, rentabilité, promotion, entreprise économique

* Corresponding author:

I. INTRODUCTION:

Divergent technological developments, mainly in the field of communication and information have recently led to the emergence of social networking sites, which are undoubtedly vital in communication among both; individuals and organizations.

The widespread use of social media sites has been spreading at a rapid pace not only in exchanging various information but also in electronic marketing activities. In fact, many business organizations have published all that they aim at, submit offers and publicize their products and services in order to sell them to individuals and organizations through the agency of Internet. Such goal would not have been reached without the great development in using social networking sites, primarily due to the developed information and communication technology.

ICT is gaining momentum. Thus, this is reflected on today's vigorous market competition among institutions where each institution seeks to gain the customer's satisfaction.

1. Problematic study: An intriguing aspect of the present study is to address the following problem:

Does modern information and communication technology play a role in increasing the competitiveness of the enterprise?

2. Sub-questions: based on the main question, the following possible questions may be generated:

- What is ICT? What are its development stages?
- What do social media mean?
- What are the advantages and disadvantages of social networking sites?
- What are the factors affecting the competitiveness of the enterprise?

3. Study hypothesis: In order to answer the problem of the study and based on the previous questions, the following hypothesis can be formulated, tested and drawn conclusions and recommendations through it:

- There is a statistically significant relationship between modern information and communication technology in increasing the enterprise's market competitiveness.



- Modern information and communication technology significantly affects the enterprise's competitiveness in the market.

4. Significance of the topic: The significance can be stated as follows:

- The theoretical significance of this study offers valuable accounts in the area information and modern communication technologies. Furthermore, it highlights its role of the heart of increasing institutional, marketing competitiveness.
- The applied part of the study, through its findings, is also central in understanding and determining the role of modern information and communication technology for the institution and its impact on increasing its competitiveness for the institution.

5. Objectives of the study: The overall objectives of the study can be highlighted as follows:

- Answering the research problem and testing the extent to which the research hypothesis is wrong or correct.
- Highlighting the role of the delivery service in increasing sales of the institution.
- Motivate and encourage entire researchers in the discipline of marketing to conduct research relative to the present topic.

6. Significance of the study: The present study is vital due to a number of reasons that we state below:

- Demonstrating the importance of customer-oriented services in the development of their relationship with the institution.
- Explaining how the customer thoughts and evaluations about the provided services to him. In addition, discerning how he decides upon purchasing.
- Relying on a field study, through the use of a questionnaire form addressed to a sample of customers.

7. Methodology: The descriptive and analytical approach has a number of attractive features chief among these is that it is in accordance with the area of interest of the present study. A variety of theoretical information sources has been explored. In the applied aspect, however, the questionnaire is adopted as the data collection tool. Furthermore, the data is processed by appropriate statistical methods.

II. THE THEORETICAL ASPECT OF THE STUDY

In the last few years, the world has witnessed rapid developments in information technology. This latter has shifted paradigms of global competition, as it introduced new challenges and prospects in global markets.

1. ICT Concept:

Recently, many developments are occurring on the world stage. Amid which information is a core component which determines success and failures of the organization. Hence, organizations rely on tools to store and retrieve information. Furthermore, goals would be far-reaching unless information and communication technology is adopted. Information technology is a definition of the word TECHNOLOGY and is derived from the Greek word TECHNE and means techniques or skills, while the second part LOGY, which means science or study.

- It is a set of devices and tools that provide the process of storing, processing and then retrieving information as well as delivering it through various communication devices to anywhere in the world and receiving it from anywhere in the world (Khadija, 2012, p. 7).

- It is also defined as a collection of hardware, software and databases used by organizations to achieve a competitive advantage through the use of information to increase the rate of performance (Haddad Bakhta, 2018, p. 635).

- UNESCO also defines it as "the collection of scientific, technological, engineering and management knowledge used in the handling, processing and application of information" (Al-Kasasbeh, 2011, p. 35).

From the aforementioned definitions, it is clear that ICT is the sum of software and hardware that collects, analyzes, organizes, stores and retrieves information in easily within a short time.

2. Characteristics of information and communication technology:

Information and communication technologies are crucial in solution-providing, for this reason, enterprises increasingly rely on them. (Bart van den Hooff, 2005, p. 18).



2.1 Speed: In terms of speed, unlike human processing, IT processes the transfer and the calculation of the information quickly. Such feature is time-saving. In addition, it helps avoiding cumbersome manual tasks.

2.2 Distance Approximation: Information technology has accelerated the pace of communication, as it enables channeling large amount of information in every corner of the world.

2.3 Storage capacity: the evolution of database and document management systems made information accessible.

2.4 Flexibility of use: the possibility of its use in wide and different areas.

3. A conceptual introduction to social media:

Internet networks paved the way for the spread of social media in communities. These latter are being adopted as the medium for social interaction. Likewise, companies and institutions launched their respective accounts for the sake of promoting their products and communicate with their customers.

3.1 The emergence of social networking sites:

The 1990's marked the emergence of social networking sites. It is often known as social networks on the Internet, where (Randy Conrads) designed a social site to communicate with his friends and classmates in the early 1995 called (classmates.com). This has marked the first virtual communication site among people.

3.2 Definition of social media sites:

Social networking sites are defined as web-based services, which allow individuals to create a public or semi-public profile within a specific system, showing the list of other users with whom they share the connection and view their list of contacts, and the nature and names of these links vary from site to site (WGD, 2018, p. 7).

Social networks are also widely defined as Internet-based and mobile services to facilitate communication, collaboration, and content sharing across networks of communications. Features

of events, companies, and even political parties. It allows you to add anyone in the network as your friend.

Others pointed out that it is the process that consists of social media tools via the Internet and content published and exchanged through those channels between different parties, (individuals - individuals) such as conversations etc., (individuals, business organizations) buying products and goods, (business organizations, business organizations) such as competition and alliances (Monica Patrut, 2013, p. 88).

We can combine these definitions and define social media sites by describing them as web services that enable users to communicate with each other and share information.

4. Studies on ICT/ Review of Literature:

4.1 A study (Salwa Mohammed Sharafa, 2008) entitled "The Role of Knowledge Management and Information Technology in Achieving Competitive Advantages in Banks Operating in the Gaza Strip".

This study shed light on knowledge management and information technology in achieving the prevailing competitive advantage in banks operating in Gaza Strip. Furthermore, she argued knowledge management and information technology is important in facing the unprecedented challenges they face in the banking sector in the Gaza Strip.

This study drew many important findings chief among these are:

Information is an influential and effective force, controlling various aspects of life including financial institutions where information has is basic element in all the operations and activities of banks.

Information technology and knowledge management fostered in banks in the Gaza Strip play a key role in improving the quality of existing services and developing new services that overthrow possible competitors.



4.2 In similar fashion, a study was conducted by Alfonso. Vargas, M. Jesús Hernandez, Sébastien Bruque, in 2003. It was entitled: "Déterminant OF Information Technology competitive value. Evidence from a western European Industry

This manuscript investigated the relationship between the applications of information technology. In addition, it shed light on the achievement of competitive advantage. Furthermore, it analyzed cases that show the impact of information technology on the competitive advantage of companies involved in distributing medical materials in Spain.

The study was conducted in southern and central Spain, where the study population was selected with all 16 Spanish companies operating in the pharmaceutical industry and distribution sector in that area. The researcher adopted a descriptive approach in which the questionnaire was distributed to 1060 customers of pharmaceutical companies, and 623 questionnaires were retrieved. The results of this research support the idea that:

- There is a strong impact of information technology on competitive advantage.
- There are other factors related to the region and the specific work environment that affect the competitive advantage.

III. FIELD STUDY:

We will present the method and procedures that have been relied upon in determining the study population and sample, preparing the study tool, the steps to verify the validity and reliability of the tool, in addition to describing the study variables and statistical methods that are used in the data analysis.

1. Methodology:

In an attempt to meet the objectives of the study, the researcher relied on the descriptive and analytical approach. This social phenomenon was studied quantitatively and qualitatively. This study relied on two basic types of data, which are:

1.1 Secondary data: These are the data that are related to the theoretical aspect of the study. The researcher conducted a desk survey to collect the necessary information about the variables of study

from different sources through the review of books, university theses, theses and journals, that are relative relate to the role of modern information and communication technology in increasing competitiveness. This was intended at making great contributions to the existing literature.

1.2 Preliminary data: The data obtained through the field study and the collection of the necessary information from the study community. This was carried out to address the analytical aspects of the research topic, by handing the questionnaires to the sample intended for studying. Then discharging and analyzing them using the SPSS (Statistical Package for Social Science), and using appropriate statistical tests in order to reach indications of statistical value and indicators that support the subject of the study.

2. Community and sample of the study:

The study community included various small and medium enterprises in the state of Camp and its surrounding districts. The operations of these institutions are related to production and services. From each unit, a representative sample is investigated due to effort and time-consuming feature when conducting a research on units altogether.

The sample refers to the treatment group under investigation. Then, judgments concluded would be generalized over the whole population. For the purpose of conducting our research entitled "The role of information and communication technology in increasing the competitiveness of the institution, the role of social networking sites", the Criteria for selecting the subjects were as follows: 30 institutions of small and medium enterprises in the state of Camp and its districts. These institutions have been sampled because they are familiar with social networks.

3. Application of the study tool:

The researcher used the questionnaire as the main tool in the field study, after reviewing the literature relative to modern information and communication technology (the effectiveness of social networking sites) and its role in increasing the competitiveness of the institution. The following is an explanation of how to build the study tool and the procedures used to verify its reliability and validity:



After reviewing the literature associated with the scope of the study, the questionnaire was designed. It consists of two sections, namely:

- **Section 1:** Contains primary (personal) data represented by gender, age, level of study, professional experience, and ownership of a social networking site.
- **Section 2:** refers to the study axes, which is divided into two axes:

- **The first axis:** contains the independent variable represented in modern information and communication technology, so that it includes (10) phrases.

- **The second axis:** concerns the dependent variable, which represents the competitiveness of the institution (the effectiveness of social networking sites), so that it contains (12) phrases.

Furthermore, the five-point Likert scale was used to measure the degree of response relative to the second axis (competitiveness of the enterprise), which in turn consists of five (05) scores.

4. Honesty and consistency of the study tool:

In order to measure the stability of the resolution, the researcher used the Cronbach's Alpha Coefficient, and the results were as shown in the table below:

Table 1: Cronbach alpha coefficient for measuring the stability of study variables

Axes	Number of Ferries	Cronbach's Alpha Coefficient
Modern Information and Communication Technology	10	0,288
Enterprise Competitiveness (Social Media Effectiveness	12	0,724
Overall stability of resolution	22	0,693

Source: Prepared by the researcher based on the outputs of the SPSS program

It is apparent from this table that the coefficient of stability of alpha-Cronbach's at the level of the two axes of the study is high and in accordance with to the objectives of the study, reaching 69.3%, which reflects the stability of the respondents' answers. This illustrates that the resolution has a high degree of stability. Hence, it indicates that the measurement tool is reliable and valid.

5. Methods of Statistical Analysis:

The principle focus of this study along with testing the validity of its hypotheses, the researcher distributed the questionnaire. Then analyzed data using the statistical spss program, where the following statistical tools were used:

5.1 Determination of range: In order to determine the length of categories for the five-point Likart scale, the range is calculated through the following equation: $\text{Category Length} = (\text{Upper Limit of Alternative} - \text{Minimum of Alternative}) / \text{Number of Levels}$

$$\text{Category Length} = (5-1)/3 = 1,33$$

This value is thus added to the lowest score on the scale to determine the upper limit of the category, which is as follows:

- Low impact score: from 1 to less than 2,33
- Medium degree of impact: from 2.33 to less than 3.66
- High degree of impact: from 3,66 to 5.

5.2 Percentages and frequencies: To describe the personal and functional characteristics of the sample in the study.

5.3 Arithmetic averages and standard deviations: to determine the responses of the sample under investigation for each of the statements of the study variables.



5.4 Cronbach's Alpha Coefficient: To know the stability of the resolution statements.

5.5 Pearson correlation coefficient and Test khi_deux: to determine the nature of the relationship between variables of the study.

5.6 Multiple regression analysis: to determine the degree of influence between the variables of the study.

6. Presentation and discussion of the results of the study:

This section deals with a presentation of the analysis and interpretation the data. This is realized through analyzing of the personal variables of the sample under examination. Thus, their responses are analyzed from their point of view. Moreover, calculating the arithmetic averages and standard deviations in addition to giving the relative score of the statements. Equally important is testing the hypotheses of the study.

7. Analysis of the Answers of the Surveyed Category:

Based on the collected data, the sample expressing their responses towards the axes will be analyzed by calculating the arithmetic averages and standard deviations.

7.1 Analysis and interpretation of the responses of the study sample members on the variable of modern information and communication technology:

- **You use the computer to do your daily work:** It is clear that the majority of the 29 respondents use the computer to carry out their daily work, equivalent to 96.7%, while the rest responded negatively. This is estimated at 3.3%. This illustrates that the computer is a necessary tool in of accomplishing daily work within organizations.

- **The degree of dependence of your organization on information technology:** The results indicate that the degree of using modern information and communication technologies by SMEs is significantly used and in varying proportions in the majority of jobs, estimated at 50.0% and 43.3% respectively, while in some activities are adopted by 06.7%.

- The period it takes for the Foundation to renew and modernize technological equipment:

The results reveal that the majority of respondents' responses were two years, equivalent to 40.0%, followed by a period of "three years" at 26.7%. Then, followed by a period of "one year" and "more than three years" of 20.0% and 13.3% respectively, this illustrates that most SMEs are renovating and modernizing equipment and technological means as a result of keeping up a steady pace with developments in their surroundings.

- Information technology is important to your organization: All respondents believe that technology is important and necessary for their organization, and this is 100%, due to the nature of the activities and works carried out within the organization that require equipment and technological means.

- There is a need to increase the management of information technology within the organization: The majority of the respondents unanimously agreed that there is a need to increase the management of modern information and communication technology within the organization. The rate was estimated at 100%, this means that they consider technology an integral part of its structure.

- The latest use of modern information and communication technology in the form of work within the institution: The use of modern information and communication technology has brought about positive change in the working environment within the institution. The majority of the respondents confirmed such claim. It was estimated at 76.7%, followed by a slightly score of 23.3%, this has confirmed the changes in of the working mechanisms at small and medium enterprises now is in need of modern technological tools.

- The pattern of change that has occurred within the organization after the use of modern information and communication technology: The results demonstrated that the bulk of participants confirmed the pattern of change that occurred within the organization in the operating systems was estimated at 46.7%, whereas 33.3% of them believe that the equipment aspect has changed, while the rest consider that the pattern of change occurred in knowledge of individuals at an estimation of 20.0%. Interestingly, it can be said that medium enterprises used modern



information and communication technology as a strategy to change the working schemes of their individuals.

- Information technology has helped to strengthen the relationship between the institution and the customer: The most striking result to emerge from the studied group is that information technology helped to strengthen the relationship between the institution and the customer. Thus, so that the majority of the group answered "yes" corresponding 93.3%, while the remaining category answered "no" was estimated at 6.7%.

- Improvement of the performance of the institution after the use of modern information and communication technology: The correlation between the performance of the institution and the use of modern information and communication technology is interesting because all the respondents answered yes. Hence, this confirms that the performance of SMEs actually improved after the use of technology. Thus, the pattern of improvement was significant at the sale which is rated at 40%. While the remaining portion believes that 30% of the improvement was at the financial aspect and market share.

7.2 Analyzing and interpreting the answers of the investigated category about the competitiveness variable of the institution (social networking sites):

The most interesting aspect of this study is that 100%, of the respondents have a social networking site. It is also evident that most of the sites are available to small and medium-sized enterprises to a large extent such as Facebook, by 83.3%, while for other sites (Google, Viber, Twitter) are not widely adopted by institutions, yet in varying proportions.

Table 2: Arithmetic Averages and Standard Deviations of the Responses of the Study Sample Members on the Competitiveness of the Institution (Social Media Effectiveness)

N°	Phrase	Average	Arithmetic	Deviation	Standard	Approval	Degree of	Rank
----	--------	---------	------------	-----------	----------	----------	-----------	------

1	The organization allocates windows to communicate with its customers and respond to complaints and inquiries	3,7	0,876	High	10
2	The Foundation uses social media sites such asFacebook to see the opinion of its customers	3,83	0,833	High	7
3	The Foundation urges visitors to the socialmedia page to follow it daily	3,76	1	High	9
4	The Foundation provides customers withpromotional offers on social media sites	3,83	0,874	High	8
5	Social media sites affect the sales of theorganization	3,9	0,884	High	6
6	Social media sites affect the improvement ofthe image of the institution	3,96	0,889	High	4
7	Social media is an excellent tool for theorganization to promote its sales	4,2	0,961	High	2
8	The organization achieves more sales when using social media site	3,6	0,932	Medium	11



9	The organization's social media page makes it easier for customers to get promotional information	4,06	0,944	High	3
10	Social media networks can reduce the cost of promoting an organization	3,93	1,112	High	5
11	Social media promotion is more effective in reaching the consumer and motivating him to buy	4,26	0,907	High	1
The overall score of the variable		3,17	0,349	High	//

Source: Prepared by the researcher based on the outputs of the SPSS program

From table 2, it can be seen that general arithmetic average of the variable was 3.17, and with a standard deviation of 0.349, which means that the responses are homogeneous. What also stands out from the table is that the results of the analysis that the arithmetic averages of the statements measuring this variable came all to a high degree, ranging between (4.26-3.70). In addition, it is clear that the statement number (11) came in first place with an estimated arithmetic average of 4.26, followed by statements No (07), (09), (06), (10), (05), (02), (04), (03), (01), respectively. Nevertheless, phrase (08) came with an average score of 3.60. Thus, these results explain that SMEs are highly competitive thanks to the effectiveness of social networking sites.

7.3 Testing Hypotheses:

To determine the nature of the relationship between modern information and communication technology of the enterprise and increase its competitiveness in the market, the researcher tested the hypotheses, measured their validity and verified their results, which are as follows:

7.3.1 Testing the validity of the hypothesis that stated: There is a statistically significant relationship between the modern information and communication technology of the institution and increasing its competitiveness in the market.

7.3.1.1 Calculation of the correlation coefficient: To determine the nature of the correlation between the modern information and communication technology of the enterprise and increase its competitiveness in the market at the level of significance, the following table illustrates the findings:

Table 3: Pearson's Matrix of Associations between Modern ICT and Increasing Enterprise Competitiveness

variables	Independent variable: Modern Information and Communication Technology	
	0,434	correlation coefficient
Dependent variable: Competitive enterprise	0,65	Level of significance SIG

Source: Prepared by the researcher based on the outputs of the SPSS program

From the results in table 3, No significant correlation was found between modern information and communication technology and the competitiveness of the enterprise. The value of the correlation coefficient was 0,434, at the level of significance of 0.65, which means none of these differences were statistically significant. When we tackled the test khi_deux de pearson, some questions has been addressed which led to a significance between each other, that is, between modern information and communication technology (independent variable) and the competitiveness of the institution (dependent variable), the results were as follows:

- Information Technology (2) & Competitiveness of the enterprise (5): There is a statistically significant relationship between adopting information technology by the institution and



encouraging offers to its customers on social networking sites. The value of $R = 0,331$, at the calculated level of morale 0,016. It is lower than the level of significance 0.05.

- Information Technology (7) & Competitiveness of the enterprise (8): There is a statistically significant relationship between the pattern of change that occurred within the organization after its use of information technology and the consideration of social media sites as an excellent tool to promote the sales of the enterprise. The value of $R = 0,088$, at the calculated level of morale is 0,018, which is lower than the level of significance 0, 05.

Information Technology (10) & Competitiveness of the enterprise (2): a positive correlation is found between the type of improvement in the performance of the organization and its reliability on social media sites such as Facebook when considering the opinion of its customers. The value of $R = -0,237$, at the calculated level of morale 0,018, which is lower than the level of significance 0, 05.

7.3.2 Calculation of the regression coefficient:

The multiple regression coefficient test was performed to discern the extent of the impact of modern information and communication technology in increasing the competitiveness of the enterprise. The results of the statistical analysis demonstrate that the competitiveness of the enterprise appeared to be unaffected by modern information and communication technology. Thus, the coefficient of determination R^2 was estimated at 0,188, and the calculated value of D was 0,728, when calculating the significance level of 0,650, which is greater than the level. This observation may support the validity of the hypothesis that is denied; "There is a significant effect An IT statistic on the competitiveness of the organization."

7.3.3 Model Equation:

$$\text{Enterprise Competitiveness} = -1,905 + 0,954x_1 - 0,051x_2 - 0,253x_3 - 0,127x_4 + 0,089x_5 + 0,649x_6 + 0,412x_7$$

8. Results and discussion:

Multiple methods were used for statistical analysis. Similar pattern, has been adopted when analyzing the data along with testing the hypothesis. Thus, the current study confirmed the following results:

8.1 The results of the first axis: modern information and communication technology

The results obtained from the preliminary data analysis of the first axis showed that modern information and communication technology in small and medium enterprises generally plays a key role in improving the quality of existing services. Furthermore, it helps developing new services, which meet the competitive advantage. The results in our study are in accordance with the results of a study (Salwa Mohammed Sharafa, 2008).

8.2 Results of the second axis: the competitiveness of the institution.

Closer inspection of the data in the second axis, which is related to the competitiveness of the institution the effectiveness of social networking sites, confirmed the existence of positive trends of the investigated group from their point of view on the variable.

8.3 Results of the hypothesis test:

- No significant correlation was found between modern information and communication technology and the competitiveness of the enterprise at the level of significance. This is contrasting with the study conducted by (Salwa Mohammed Sharafa, 2008).

- There was no evidence that information technology has an influence on the competitiveness of the enterprise at the level of significance. Such result is consistent with the study carried out by Alfonso. Vargas, M. Jesús Hernandez, Sébastien Bruque, 2003.

IV- Conclusion:

In the present study, the main goal was to determine the effect of modern information and communication technology on increasing competitiveness and determining the impact of social networking sites on small and medium enterprises. Based on both aspects of the study; theoretical



and applied, it was evident that information technology plays a vital role in most institutions. Such role is embodied in paradigmatic shifts in socioeconomic outlooks among other aspects. Hence, it appears that it is becoming an essential tool that reflects adaptation towards the occurring changes. Equally important is that such tool helps ensuring the institutions' persistence amid a consistent yet competitive world, where markets are open and trade is international. ICT largely contributes in the competitive advantage as it renders the organizations unique when compared to counter-organizations. Thus, it is imperative that contemporary organizations adopt a policy which grants them competitiveness and survival in markets.

Thus, the success of SMEs is dependent on the effectiveness of modern information and communication technologies, including the effective use of social networking sites. These represent true feature of achieving their overall goals in addition to those of their customers in particular.

Based on the results of the study some suggestions are to be made.

General results of the study: The most obvious findings to emerge from this study is that statistical analysis, taken together, suggest that there is no association between modern information and communication technology and increasing the competitiveness of the enterprise.

-increased competitiveness of the enterprise cannot necessarily be determined by modern information and communication technology.

Study proposals: The findings of this study have a number of important implications for future practice.

- launching new sites supporting social networking sites as one of the modern technologies of information and communication technology that will fulfill competitive advantage for the institution.

- The need to make modern information and communication technology an integral and inclusive part of the institution.

- The need for cutting-edge technology in the institution to develop its human resources on the one hand, and improve its performance on the other. Thus, ensure its longstanding existence in markets.

BIBLIOGRAPHY LIST :

- Abdaoui, H. (2016). Contribution to Defining the Role of ICT in Gaining a Competitive Advantage for the Enterprise, Case Study of the Algerian Mobile Company Mobilis. *PhD Dissertation, Phase III in Management Sciences, Specialization in Organization Management*.
- Ajitabh. (2008). *Global Competitiveness*. Excel Books India.
- Al-Kasasbeh, W. A. (2011). *Improving the Effectiveness of Institutional Performance through Information Technology*. Amman: , Al-Yazouri Scientific House for Publishing and Distribution Jordan, First Edition .
- Bart van den Hooff, L. v. (2005). *Information and Communication Technology in Organizations: Adoption, Implementation, Use and Effects*. SAGE.
- David Bowie, F. B. (2007). *Hospitality Marketing*. Routledge.
- Githa Heggde, G. S. (2018). *Social Media Marketing: Emerging Concepts and Applications*. Springer.
- Haddad Bakhta, M. E. (2018). The Contribution of Information and Communication Technology to Human Resource Development in Contemporary Institutions – Case Study of the Electrical and Gas Engineering Institution Branch in the Sonelgaz Complex. *Annals of the University of Algiers1, Issue 32 Part II*.
- Khadija, B. (2012). The Role of ICT in Gaining Competitive Advantages in Business Organizations. Fifth International Forum on Intellectual Capital in Arab Business Organizations in the Light of Modern Economies.



- Mahmoud Jassim Al-Sumaidai, R. O. (2012). *E-Marketing*. Jordan: Al-Masirah Publishing and Distribution House.
- Monica Patrut, B. P. (2013). *Social Media in Higher Education: Teaching in Web 2.0*. Idea Group Inc.
- Rahman, H. (2006). *Information and Communication Technologies for Economic and Regional Developments*. Idea Group Inc.
- Rutledge, P.-A. (2008). *The Truth about Profiting from Social Networking*. FT Press.
- statista. (2022). *Most popular websites worldwide as of November 2021, by total visits*. Récupéré sur Most popular websites worldwide as of November 2021, by total visits: <https://www.statista.com/statistics/1201880/most-visited-websites-worldwide/>
- Vlachvei, A. N. (2016). *Factors Affecting Firm Competitiveness and Performance in the Modern Business World*. IGI Global.
- WGD. (2018). *The Power Of Social Media Marketing*. Get Digital World.
- Youssef, M. (2010). *Economics of E-Business*. Jordan: First Edition, Dar Al-Hamid Publishing and Distribution .
- Zerzar Ayashi, G. K. (2016). *The Use of Information and Communication Technology in the Economic Institution and its Role in Supporting Competitive Advantage*. Amman: Safaa Publishing and Distribution House - First Edition.