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EXAMINATION OF THE ROLE OF CORPORATE BRANDING IN ACHIEVING BUSINESS EXCELLENCE REQUIREMENTS IN AGENCIES OF ALGERIAN COMPANIES

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Abstract. This study seeks to define the role of corporate brands in achieving business excellence by conducting a field study on the agencies of Algerian mobile operators "Mobilis" and "Djezzy" in the state of Djelfa where the questionnaire has been used for the collection of opinions sample (45 employees) and then processed with the statistical program (SPSS). The results have shown that there is high awareness of corporate brands and business excellence. We have also found that the two dimensions of corporate brand (strategic vision, stakeholder image) affect the business excellence, whereas the organizational culture does not affect it. The results have also demonstrated that corporate brands as a group explain 47 % of the variation in business excellence, while the difference test have demonstrated that the awareness of the sample about "corporate brands" is not different according to the company but the awareness of the business excellence is in favor of the company "Mobilis" at the expense of the mobile operator "Djezzy".

Keywords: *Business excellence; Choose Brands; Corporate brands; Mobile network operators.*

JEL Classification: M1, M12.

INTRODUCTION

Most companies today realize that obtaining the competitive position to which they aspire cannot be achieved by their material capital, where thinking has shifted from the real capital being the tangible assets to a new vision based on the real capital of the company. Whereas, the perception of external parties and stakeholders is the criterion for determining the value of a company as its intangible assets. Including the corporation's products and services associated with the brand, which is an important factor in enabling the company to create value.

Companies have devoted huge investments to develop their brand due to its vital role in both advancing the company to a competitive position and achieving business excellence. This can only be accomplished by focusing on the product brand, implementing strategic and organizational practices providing the needed investment orientation.

This research paper attempts to discover and analyze the relationship between the corporate brand using the VCI model and business excellence by conducting a field study at mobile network operators in Algeria "Mobilis" and "Djezzy". Literature review will help form the features of the main issues of the study. The research hypotheses will be tested for validity in the field aspect to find an answer to the following main question: ***How far does corporate brand contribute to achieving business excellence requirements in Algerian mobile network operators "Mobilis" and "Djezzy"?***

The main question is divided into several sub-questions:

- What is the prevailing level of awareness towards the corporate branding and business excellence in the companies under study?
- Is there a statistically significant link between the corporate branding (strategic vision, organisational culture, and the corporate image) and business excellence in the companies under study?
- Are there differences in the attitudes of employees in mobile network operators about corporate branding and commercial excellence, attributed to the affiliation company?

The following hypotheses are developed and tested:

- There is a high level of awareness towards the corporate branding and business excellence among employees of the companies under study.
- There is no statistically significant effect between the corporate branding dimensions (strategic vision, organizational culture, corporate image) and the business excellence requirements in the companies under study.
- There are no statistically significant differences in the sample perception of the study variables (corporate brands and commercial excellence) attributed to the affiliation company.

Taking into account the previous hypotheses, a hypothetical chart has been established showing the influence relationships between the study variables (Fig. 1).
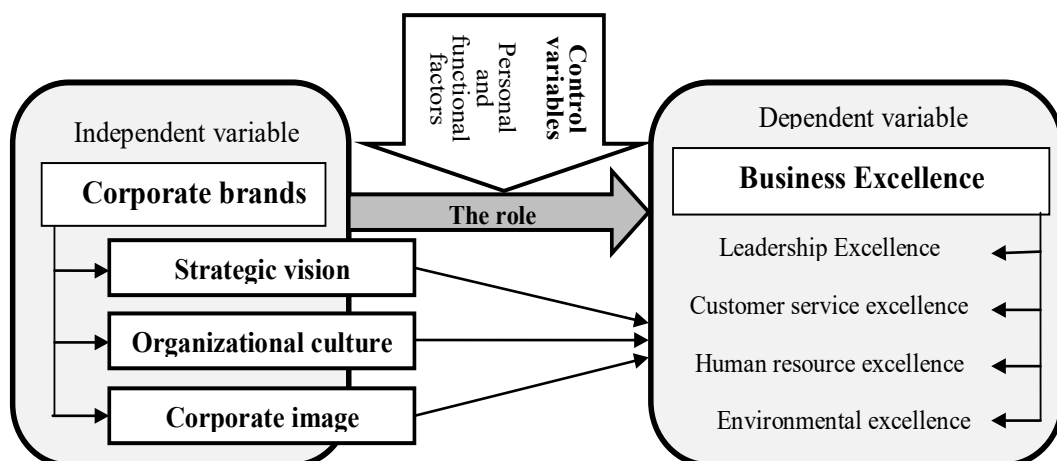
Source: developed by the researchers

Fig. 1. The hypothetical model of the study.

It is worth noting that there is great lack of studies regarding the effect of the brand on creating corporate value, but we will present the most important studies close to the research topic.

A study of Ajike et al. (2015) highlighted the brand as a source to achieve sustainable competitive advantage in the organisation. The study adopted a descriptive approach through a questionnaire distributed on a sample size of 80, and the results showed that effective brands for companies were an important tool towards the competitive market. The research found a positive statistical relationship between corporate brands and the competitive advantage. The authors recommended investing in corporate brands in order to enhance the corporate position in competitive industry.

A study of Louafi and Boussalem (2016) required to determine the impact of brand dimensions on organisational excellence, where a field study was conducted on Djezzy Communications, which included a sample of 74 individuals whose opinions were collected and analysed by answering the questionnaire. Through the use of the statistical program SPSS, the results showed a positive impact dimensions of the brand image (brand awareness, brand association, perceived quality, brand loyalty, and promotional activities) to achieve business excellence.

Dilmi and Djitli (2016) examined the importance of brand capital in achieving competitive excellence, so a personal interview was conducted with some managers of organisations of home appliance in the wilaya of Bordj Bou Arreridj. The results showed that the studied organisations benefited from their trademark in achieving competitive excellence, as a result of their great interest in the factors of product quality and competitive price. However, organisations must find more effective ways to maximise the benefits of their brands.

Naatu (2016) showed the brand strategies in PMMC and ERNIE for precious metals in Ghana, and how they affected their competitive advantage. The data were obtained from management and clients; the study found that brand factors (research and development, internal branding, brand positioning, and customer orientation) had a role in achieving the competitive advantage.

Boukeffa (2017) examined the relationship between corporate brands (strategic vision, organisational culture, and corporate image) and business excellence, where the study was applied to a sample of 100 members of PROLIPOS Private Food Company in Oum Elbouaghi using the questionnaire as a data collection tool, which was analysed using SPSS. The company demonstrated a strong commitment to strategic vision of organisational culture, brand image, and business excellence, which indicated that there was a direct positive impact of company brands on business excellence in Algerian food companies.

Contribution of the Current Study Compared to Previous Studies

This study intersects with the orientations of previous studies on several points, including the data collection tools and the processing procedure. As a natural result of the different time, place and intellectual background of researchers, there are several differences that distinguish the current study from the previous works. We summarise them as follows:

– **In terms of the goal:** The current study tries to examine the corporate brands holistically, given our belief that the product brand component is deficient and inappropriate for research purposes.

– **In terms of study variables:** The brand dimensions have been adopted based on the vision alignment model (VCI) presented by Hatch and Schultz. We have also adopted the requirements for achieving business excellence according to the European Foundation for Quality (EFQM).

– **In terms of society and sample:** The current study is not limited to one institution, and has been conducted on multiple agencies of the companies of mobile network operators (Mobilis and Djezzy) distributed in several regions in the state of Djelfa, using the stratified sample method.

– **In terms of statistical analysis methods:** the hypothesis of differences has been tested to compare the perception of the sample in the two companies about the study variables, which has not been addressed in previous studies.

1. THEORETICAL BACKGROUND

In this section, the theoretical basis for the study variables will be presented.

1.1. Brands: From Product Branding to Corporate Branding

1.1.1. Brand Concept

Many researchers have attempted to provide brand definitions according to their perception and specialisation. From a marketing point of view, Kapferer (2008, p. 9–10) focused on the emotional dimension connecting the consumer with the brand, as he saw it as a name that would have an impact on the market. The name becomes a standard for the choice and behaviour of consumers with their emotional dimensions. Kapferer also mentioned the brand accounting perspective viewed as intangible assets, which were eventually posted on the balance sheet. From the commercial point of view, the essence of the brand lies in its determination of the seller or manufacturer, as it is basically a promise from the seller to provide a specific set of features, benefits and services to buyers constantly Kotler (2002, p. 188). Regarding the legal opinion related to trademarks, the Algerian legislator determined the mark according to its functions, indicating that the trademark expressed all symbols that were linearly representative, all of which were used to distinguish the goods or services of a natural or legal person from the goods and services of others Rabah, (2015, p. 23). What criticises the previous definitions is that it is focused on the physical aspect of the brand and ignores the value of its intangible side, where Philipkotler and Armstron (2010, p. 486) indicate that the brand is more than just names and symbols, as it represents consumer awareness and feelings about the product and its performance because its true value lies in the strength of preference and loyalty to it. This is expressed in the classic definition of Keeler who sees a trademark as a set of mental associations, which the consumer retains and it adds to the perceived value of a product or service Kapferer (2008, p. 10).

From the point of view of Hatch and Schultz, the corporate branding model expanded beyond those usually found in the brand literature, where they indicated the need to shift from product brand to corporate brand in an integrated multi-functional way. The authors believe that the brand driven by marketing will not be managed effectively because a successful corporate brand includes the integrated efforts of all organisational departments and is formed through the interaction between strategy, organisational culture and institutional images held by stakeholders Hatch, & Schultz (2001, p. 5). Corporate brands are the systematic process of creating and maintaining positive images and a positive reputation for the company as a whole by sending signals to all stakeholders and managing behaviour and all internal and external communications (Boukeffa, 2017, p. 3). Christensen and Askegaar describe corporate brands as a set of organisational expressions that are communicated to their different audiences through core values and employee behaviour and across all institutional connections to all internal and external stakeholders (Lorenz, 2010, p. 3). Corporate branding can also be defined as the process of maintaining, sustaining and creating a positive corporate reputation and association using the power of a brand, which in return is a promise to stakeholders and consumers in particular (Ajike, Kabuoh, & Ogbuanu, 2015). The brand aims at creating a stable image of the companies as a whole through the interaction between the company strategy, business activity and brand style, and it follows that the corporate brand can only be changed by replacing the strategy and heading towards a new business activity (Koach, 2013). The corporate brand refers to the promotion of the corporate entity as a whole and the establishment of positive perceptions and attitudes about it among internal and external parties, rather than promoting specific products or services.

The previous set of definitions leads us to come up with a comprehensive definition of the brand as being a combination of tangible and intangible elements, which distinguishes a company from its competitors, by sending signals that will create awareness among all stakeholders about the image of the company, its activity and products, and this awareness represents a standard to determine its reputation.

1.1.2. Assessment of Corporate Branding

In order to value the corporate brand, academics use the Hatch and Schultz model called the vision, culture and image alignment model (VCI) (Hatch & Schultz, 2001, p. 9). To clarify what is meant by the three concepts, Hatch and Schultz provide a simple explanation of each term as follows:
- **Strategic vision:** the central idea behind the company that embodies and reflects the aspirations of senior management for what the company will achieve in the future.
- **Organisational culture**: the internal values, fundamental beliefs and assumptions that embody the company's heritage and relates its meaning to its members; it is manifested in the way employees feel through the ranks about the company at which they work.

– **Corporate image**: the views of the organisation developed by stakeholders; the general impression in the outside world about a company, including the opinions of customers, shareholders, the general public, etc.

The model describes three specific starting points to explore corporate brand compatibility by (1) diagnosing the potential gap between strategic vision and corporate culture, (2) between corporate culture and image, (3) and between image and strategic vision (Lorenz, 2010, p. 6). When the organisational culture supports the expected future of senior management, the strategy is likely to be successfully implemented. But without the alignment between the vision and corporate images, there is no guarantee that implementing the strategic vision will contribute to organisational success (Hatch & Schultz, 2001, pp. 121–122).

1.2. Business Excellence

1.2.1. Business Excellence Concept

Many researchers and practitioners are exposed to the concept of business excellence, as several authors such as Watson (2004) have identified work excellence from a stakeholder theory perspective, which defines the excellence of organisations as those organisations that bring prosperity to all, or are concerned with all stakeholders (Boussalem & Louafi, 2016, p. 87). In the same context, excellence is defined as the ability of the organisation to apply the necessary means to satisfy its various partners and meet their needs and expectations (Alouani & Berregui, 2005, p. 16). The definition of the Business Excellence Institute also supports this trend with the addition of a competitive variable, which indicates that "business excellence" is the ability to consistently outperform your peer group (competitors) in delivering results for all your stakeholders (Boukeffa, 2017, p. 9). What is faulted with the owners of this approach is their focus on the external dimension and ignoring the elements of internal organisational excellence added by the definition of Lasrado and Pereira (2018, p. 3), which sees that excellence refers to doing things better than competitors and improving employees, systems, operations and institutions continuously in a competitive environment.

While several studies have more precisely defined the concept of excellence through a set of specific elements for it, Aras and Crowther (2010) identified excellence according to four basic concepts: profitability, sustainability, good governance and corporate reputation. The EFQM also states that excellence is reflected in distinguished practices based on eight basic concepts: leadership in vision, harnessing creativity, agility management, employee encouragement, adding value to customers, developing their organisational capabilities, sustainability, and maintaining results (Lasrado & Pereira, 2018, pp. 1–3). Excellence does not mean maximum profit or low price products, but rather a strategy that makes quality an essential part of the way business is designed (Lasrado, 2018, pp. 1–2).

Based on the aforementioned, it can be said that business excellence expresses: "The organization's ability to achieve superiority over competitors, by adopting a unique philosophy whether at the organisational level (improving systems and

processes), or at the level of relationships (adding value to all stakeholders) in order to achieve sustainability".

1.2.2. Business Excellence Requirements

Several studies have endeavoured to find a set of criteria and models to measure the level of excellence in the organisation, and through our review of most of these studies, it has been found that the most appropriate determinants of the nature and purposes of our research are those mentioned by the EFQM, which put several interconnected concepts valid for achieving sustainable distinction (Uygur & Sümerli, 2013):

– **Actualizing Balanced Results**: Excellent institutions meet the short and long-term requirements of all their clients (shareholders, employees, customers and society) in a planned manner by meeting their needs and moving towards their vision thanks to the balanced results.

– **Adding Value for Customers**: The best way to create customer loyalty and gain market share is to focus on the requirements of current and potential customers, as it is the customer who evaluates product quality.

– **Visionary Leadership**: Excellent organisations have leaders who shape and implement the future, where the behaviour of the leader within the organisation provides clarity of purpose and creates competition within the organisation environment, which motivates employees to work hard to achieve excellence (Kheng & Yean, 2017, p. 1170).

– **Management via Processes**: Excellent organisations are managed thanks to the processes through which evidence-based decisions are made in an orderly fashion. In order to maintain the company's growth and excellence, strategic thinking must be activated (Gupta, 2013, pp. 3, 10).

– **Achieving with Employees**: Employee engagement and satisfaction are very important drivers for continuous improvement, and human resources play a major role in the journey of excellence (Lasrado, 2018, pp. 1–2).

– **Creativity and Innovation**: Excellent institutions create levels of performance that increase permanent and orderly innovation by spreading a culture of improvement and continuous learning.

– **Creating Cooperation**: Excellent organisations create and improve trust relationships with various organisations in order to ensure mutual success thanks to the dealers or the community through sharing knowledge.

– **Taking Responsibility for a Sustainable Future**: The core culture of excellent organisations consists of an ethical approach, values and high standards, as these factors provide the sustainability of organisations by taking an ethical approach and exceeding social expectations.

The above elements can be combined and summarised in four main concepts: leadership excellence, customer service excellence, human resource excellence, and environmental and ethical excellence.

2. METHODS AND MATERIALS

After reviewing the theoretical part, the impact of the corporate brand on the business excellence will be experimentally investigated.

2.1. Research Design and Sample

The present field study took place in mobile operators in Algeria "Mobilis" and "Djezzy". The questionnaire was chosen as a tool to collect data where the study of community consisted of 62 employees of Mobilis and Djezzy agencies in Djelfa cities. Due to the inaccessibility of the vocabulary of society as a whole besides some canceled forms, the sample was restricted to 45 participants. This was done by using the stratified sampling method, where the society was organised into homogeneous groups according to the company of affiliation, and then randomly selecting the vocabulary of the sample in close proportions. As shown in Table 1, all of them exceeded 70 %.

Table 1. Corporate Data and how to choose the sample

	N	The sample size taken	Percentage
Mobilis	38	28	73.7
Djezzy	24	17	70.8
Total	62	45	72.5

Source: Created by the researchers based on the data of the institutions under study.

The questionnaire included two parts. The first part is related to the personal and functional data of the participants, and the second part is divided into two parties. The first one is concerned with the corporate brand and its dimensions: strategic vision, organisational culture, corporate image, whereas the second part is about the business excellence requirements (leadership excellence, customer service excellence, human resource excellence, environmental and ethical excellence). The questionnaire was designed according to a five-point Likert-type scale by adopting the agreed levels (1–2.33 – low; 2.34–3.67 – average, and 3.68–5 – high). The data collected was analysed using the SPSS statistical program based on a set of statistical tools, including Cronbach's Alpha, means and standard deviations, multiple and simple linear regression, t-test for two independent samples.

2.2. Pre-tests

Some preliminary tests must be performed.

2.2.1. Reliability

It means that the tool gives almost the same results in successive measurements of the same behaviour. When the value is closer to 1, it means that reliability is higher, where we confirmed the reliability of the study tool using Cronbach's Alpha, whose value ranged between 0.7–0.9. It is considered an excellent

percentage and suitable for research purposes, and by making sure of the reliability of the study tool, it has been conducted for its validity and suitability for analysis (Table 2).

Table 2. The Results of the Reliability Test

Variables	*N*	Cronbach's Alpha
Corporate brands	15	0.786
Business excellence	20	0.890
Entire study	35	0.907

Source: made by the researchers on the basis of the SPSS results.

2.2.2. Sample Characteristics

The individuals of the study sample are distinguished by many demographic characteristics (personal and functional), as shown by the results of Table 3.

Table 3. Distribution of the Sample According to its Characteristics

Variables	Categories	Frequency	Valid Percent
Gender	Male	23/45	51.1
	Female	22/45	48.9
Age group	From 20 to 30 years old	13/45	28.9
	From 31 to 40 years old	32/45	71.1
	41 years and over	00/45	0.0
Experience	10 years or less	25/45	55.6
	From 11 to 20 years old	20/45	44.4
	More than 20 years	00/45	0.0
Affiliation corporate	Mobilis	28/45	62.2
	Djezzy	17/45	37.8

Source: made by the researchers on the basis of the SPSS results.

- **By gender:** The results show almost equal distribution of the sample individuals according to gender where the percentage was 51.1 % and 48.9 % for males and females, respectively. This reflects the equal employment opportunities between the genders.
- **According to age group:** The dominant age group for the study sample was from 31 to 40 years old at a rate of 71 % at the expense of the age group from 20 to 30 years. We notice the absence of a category of 41 years or more that reflects the dependence of telecommunications companies on young people who often have a good level of education and a high creative behaviour.
- **According to experience:** The members of the sample were divided between the category of 10 years and above and the category from 11 to 20 years with close proportions of 55.6 % and 44.4 %, respectively, with a complete absence of the category of more than 20 years. This is due to the history of the

establishment of these companies and their young age, which does not exceed two decades. It is worth noting here that Djezzy was founded in 2001, while Mobilis was established in 2003.

− **According to the affiliation foundation:** With regard to the distribution of sample individuals according to the company, it came in favour of Mobilis Company (62.2 %) at the expense of Djezzy (37.8 %). This is due to the difference in the number of workers between the two companies (as explained in Table 1).

3.   RESULTS AND DISCUSSION

This part is the essence of the study as it investigates testing the validity of the hypotheses.

3.1. Analysis of the Responses of the Sample Members about the Study Axes

In order to test the first hypothesis, this section examines the responses of study members (a sample of workers at Mobilis and Djezzy telecom companies) towards study variables (corporate brands, business excellence). For this purpose, we used mean and standard deviations to identify the level of awareness of the sample about the axes of the study (Table 4).

Table 4. Mean and Standard Deviations of the Sample Responses

Variables	Mean	Std deviation	The trend	The level
Corporate brands	**4.1067**	**0.40462**	**Frequently**	**High**
Strategic vision	4.1333	0.67555	Frequently	High
Organisational culture	4.0489	0.67441	Frequently	High
Corporate image	4.1378	0.52712	Frequently	High
Business Excellence	**4.1067**	**0.40462**	**Frequently**	**High**
The whole study	**4.0400**	**0.56665**	**Frequently**	**High**

Source: made by the researchers on the basis of the SPSS results.

Table 4 shows that the axis of corporate brands often occupies a high position in the companies under study from the point of view of their employees based on the mean of 4.1067 with a standard deviation equal to 0.4046, where the corporate image dimension came in the lead with a mean of 4.1378 followed by a strategic vision with a mean of 4.1333, and finally an organisational culture dimension with a mean of 4.0489. The same table also shows that business excellence often takes an important position in the companies under study, which is reflected in the mean of 4.1067 with a standard deviation of 0.4046 as the previous results reflect the companies' awareness of the utmost importance of the corporate brand and their awareness of the need to seek to achieve excellence in light of the intense competition in this sector.

The results also show that the level of awareness of the study variables among the sample is **high,** which allows to accept the first hypothesis of having a **high** level of awareness of the study variables (corporate brands and business excellence) by the members of the sample.

3.2. Impact Hypothesis Testing

In order to test the second hypothesis, which states that there is no statistically significant effect between corporate brands and business excellence in companies under study, it was necessary to verify the validity of the model based on the results of the variance of the regression and the use of a simple and multiple linear regression analysis to measure the possibility of this effect, as shown in Table 5.

Table 5. The Results of Regression Variance and Multiple Regression Analysis

Model	DF	Sum square	Mean square	*F* Value	R^2	β	*R*	*T* value	Sig
Regression	3	5.705	1.902	24.111		//		//	
Error	41	3.233	0.079	//	0.638		0.799		0.000
Total	44	8.938	//	//					
Constant						0.988		2.262	0.029
Strategic vision						0.446		6.874	0.000
Organisational culture					0.638	0.058	0.799	0.919	0.363
Corporate image						0.244		2.906	0.000

Source: made by the researchers on the basis of the SPSS results.

The results show that the significance level (Sig), which reached 0.00, was less than the assumed level ($\alpha = 0.05$). Accordingly, we conclude that the model is valid for testing this hypothesis.

The results also show a significant impact of the dimensions of corporate brands (strategic vision and corporate image) on business excellence, which is reflected in the calculated value of *T* (strategic vision = 6.874 and corporate image = 2.906) that is greater than its scheduled value (2.260). The significance level values were 0.000 and 0.006, respectively, which were less than the assumed level ($\alpha = 0.05$), while the explanation of the coefficient values (β) showed that the strategic vision dimension exceeded in terms of impact. When it increased by one degree, it led to an increase in business excellence by 0.446 degrees, whereas if the corporate image dimension increased by one degree, business excellence increased by 0.244 degrees. This leads to reject the null hypotheses of these dimensions and to accept alternative hypotheses that state that there is a statistically significant effect for both strategic vision and corporate image on business excellence in the companies under study.

On another hand, the results show that there is no effect of the organisational culture dimension on business excellence based on the calculated value of *T* equal to 0.919, which is less than its scheduled value (2.260), and also due to its level of significance (0.364), which exceeded the assumed level ($\alpha = 0.05$). This calls for rejecting the alternative hypothesis for this dimension and accepting the null

hypothesis that "there is no statistically significant effect of organisational culture on business excellence in the companies under study".

The significant impact of the strategic vision on business excellence can be explained by the direct link of this dimension to the overall performance of the organisation, as the strategic vision is the cornerstone upon which the corporation is built, and which enables it to maximise its resources and create value. Thus, success in defining the vision would help the organisation to occupy a centre that achieves excellence over its business competitors. On the one hand, the relative impact of the dimension of the corporate image on business excellence is due to the importance of the institution's reputation and the perception of external parties about it, as it is a clear indication of the institution's progress in the right path that leads it to the desired results, on top of which there is the supreme goal of each institution, i.e., to achieve excellence. On the other hand, the dimension of the organisational culture does not affect business excellence due to the fact that it is considered an internal variable related to the values and beliefs adopted by the members of the institution, which allows it to influence the internal organisational factors, but this does not negate its impact on the overall variables such as excellence. It may have an indirect effect by intervention of intermediate variables.

In order to determine the effect of corporate brands as a group on business excellence, the validity of the model was verified and then a simple linear regression was used as shown in Table 6.

Table 6. The Results of the Impact Hypothesis Test

Model	DF	Sum square	Mean square	*F* Value	R^2	β	*R*	*T* value	Sig
Regression	1	4.197	4.197	38.070					
Error	43	4.741	0.110	//	0.470	//	0.685	//	0.000
Total	44	8.938	//	//					
Constant						0.942		1.848	0.070
Corporate brand						0.763		6.171	0.000

Source: made by the researchers on the basis of the SPSS results.

The results show that the model is valid for testing this hypothesis because the significance level (0.00) is lower than the assumed level (α = 0.05). The results also show that there is a significant impact of the corporate brand on business excellence where the calculated value (*T* = 6.170) is greater than its scheduled value (1.845), and the significance level (0.00) is lower than the assumed level (α = 0.05). The correlation coefficient (*R*) indicates the strength of the correlation between the variables that reached 0.685, which indicated a positive relationship between them. The coefficient of determination (R^2) shows that a dependent variable explains the amount (47 %) of the variance in the dependent variable, which is a good explanatory force. The coefficient (β) indicates that any change in corporate brand (by one degree) leads to a change in business excellence by 0.763 degrees.

The previous results lead us to reject the second major null hypothesis and to accept the alternative hypothesis, which states that there is a statistically significant effect of the corporate brands on business excellence in the companies under study

from the viewpoint of their employees, which is in line with the results of previous studies. For example, Louafi & Boussalem (2016) and Dilmi & Djitli (2016) showed the positive impact of the brand in achieving business excellence (with the different dimensions used to measure the brand). As for the study by Boukeffa (2017), which included the same dimensions of corporate brands used in this study, we note that this research agrees with it regarding the effect of strategic vision and corporate image on business excellence. On the other hand, we find that the two studies differ regarding the impact of the organisational culture dimension, where the results of this study showed that this dimension did not affect business excellence, while it had an impact in the study of Boukeffa (2017).

3.3. Difference Test

To test the third hypothesis, this study adopts a *T*-test for the two independent samples to measure the presence of differences in participants' attitudes towards both corporate brands and business excellence attributed to the affiliation organisation, as shown in Table 7.

Table 7. The Results of *T*-Test of Two Independent Samples

Variable	Axis	Category	Mean	Std deviation	*F*	Sig
Affiliation foundation factor	**Corporate brands**	Mobilis	4.1119	0.41497	0.001	**0.971**
		Djezzy	4.0980	0.39939		
	Business excellence	Mobilis	4.1125	0.32960	5.620	**0.022**
		Djezzy	4.0176	0.60775		

Source: calculated by the researchers based on the SPSS results.

The table proves that there are no statistically vital differences at the level of significance $(0.5 \geq \alpha)$ in the participants' attitudes towards the corporate brands and business excellence in the sample, attributed to the affiliation company because the level of significance of 0.971 exceeds the assumed level (0.05), which shows that the attitudes of respondents towards this variable do not differ according to the company.

On the contrary, it is noted that there are differences in the participants' attitudes toward business excellence, based on the value of the level of significance (0.022), which was less than the assumed level (0.05). This means that the attitudes of the participants towards this variable differ according to the affiliation company.

To find out the source of the previous differences, the mean was used to compare the two companies (Table 8).

Table 8. Mean Comparison Results

The hub	Categories	*N*	Std deviation	Mean
Business Excellence	Mobilis	28	0.3290	4.1125
	Djezzy	17	0.60775	4.0176

Source: calculated by the researchers on the basis of the SPSS results.

The results showed that the difference came in favour of Mobilis with a mean of 4.1125, at the expense of Djezzy and its mean of 4.0176. However, the difference is very little (almost negligible) and may be caused by the remarkable interest that Mobilis pays to win the largest segment of customers and achieve a distinctive competitive position compared to its counterparts, which resulted in great awareness of the need to provide requirements for business excellence and to spread a culture of excellence among its members.

The previous results allow us to accept the null hypothesis of the differences in its part related to corporate brands, which states that there are no statistically important differences in the awareness of corporate brands attributed to the affiliation company from the viewpoint of employees of the companies under study. Thus, the null hypothesis is rejected in its part related to business excellence, i.e., accepting the alternative hypothesis. According to the affiliation company, there are statistically significant disparities in the awareness of business excellence among the employees of the companies under examination.

CONCLUSION

This research paper has examined the impact of corporate brands on business excellence in the mobile network operators "Mobilis" and "Djezzy" in Djelfa state, which resulted in the following outcomes:

– The employees of the companies have a high level of awareness towards the study variables (corporate brand and business excellence).
– It has been shown that both corporate brand dimensions (strategic vision and corporate image) have a significant impact on business excellence in the companies studied, whereas the organisational culture dimension does not have any effect.
– Corporate brands (combined) influence business excellence, as evidenced by the fact that they account for 47 % of the variation in business excellence, which is a good explanatory element.
– There were two aspects to examining the differences related to the affiliate company, since the results showed that there were no statistically significant differences in corporate brand awareness, while we recorded awareness variations of business excellence in the studied sample, and after comparing the averages, it was found that the differences were in favour of Mobilis at the expense of Djezzy.

Study proposals

– Mobile network operators should adopt strategic visions that take more account of business excellence requirements.
– Officials at these companies should work to improve the organisational culture in their organisations so that it can contribute to the company's advancement and pursuit of excellence.

‒ Those in charge of the marketing process should find ways to improve the corporate image in the stakeholders' minds because of its important role in achieving business excellence.
‒ Mobile operators, especially Djezzy, must work to spread an excellence culture among their members and provide business excellence requirements to improve their competitive position.

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