



RESEARCH ARTICLE

The Impact of Core Competencies on Strategic Intelligence

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ARTICLE INFO	ABSTRACT
Received: Jan 5, 2025	This study aims to investigate the impact of core competencies on strategic intelligence. The descriptive analytical approach was used to achieve the study objectives and answer its questions. The study community consists of all employees in commercial banks. Due to the large size of the study community, a random sample of (200) employees from administrative workers in commercial banks was taken. The hypotheses relating to the effect of the core competencies on the strategic intelligence in the commercial banks in Jordan can be discussed according to the literature results. In order to allow the full and effective utilization of the possibilities inherent in the assets of core competencies in strategic intelligence, training and development of banks should, as a matter of urgency, be systematic in a manner that aims to enhance the potential and knowledge of employees. For example, also training an environment to promote team work and a cooperative culture of open communication will promote ideas and attitudes to be shared.
Accepted: Feb 18, 2025	
Keywords Core Competencies Strategic Intelligence Commercial banks Jordan	
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INTRODUCTION

With today's organization being harassed by rapidly evolving technology as well as becoming a globalized, fiercely competitive market and having to craft strategic plan to ensure ongoing growth. Over time, however, organizations face this reality and the very concept of core competences has become an important driving force in strategic excellence (Al-Zaqeba & Al-Rashdan, 2020). Core competences are the particular assets, resources and competences on the basis of which the company is able to distinguish itself from competition, add value and to react in an adequate way to market demands (Edgar & Lockwood, 2021). Furthermore, strategic intelligence, i.e., the ability to perceive, recognize and act on the change of the surrounding world, has been recognized as a key role for the decision process (Sarker, 2022).

Defining the linkages between core competencies and strategic intelligence, it becomes possible to extract new wisdom on deriving the link between organizational relevance and the ability to leverage the strengths of that organization for enhanced responsiveness and adaptability (Oguta et al., 2022). Nevertheless, there is a gap in the industry literature with respect to the process by which core competencies use mechanisms of strategic intelligence development and the performance implications of such a mechanism on the organization. This work aims at addressing this gap by studying the concrete impacts of core competencies on strategic intelligence and therefore proposing a closed cycle model for organizations for the implementation of their strategies.

Despite evidence supporting the notion that both core competence and strategic intelligence contribute to organizational success, little is known about the relative, and interacting role of the two constructs with each other (Edgar & Lockwood, 2021). The routine research sets them apart as discrete entities, that is, as the creation and refinement of the building blocks of competency or the

gain and use of strategic intelligence. This deficit does not account for the potential of synergistic outcomes that could develop when organizations combine the strategic capabilities of their respective systems in the face of the strategic knowledge they embody.

The gap in literature raises critical question: How do core competencies enhance a firm's capability to gather and utilize strategic intelligence? Addressing this question is crucial, as organizations that fail to recognize the interconnectedness of these elements may struggle to achieve sustainable competitive advantage. This study aims to investigate the impact of core competencies on strategic intelligence.

LITERATURE REVIEW

Core Competencies

Competency development and assessment, as a topic, has been researched by a variety of studies across various fields and professions in various countries (e.g., Chung Wu, 2011; Kang et al., 2015; Omran Suleiman, 2017). The English word "competency" is a rather vague one, thus leading to many interpretations being totally misunderstood, and so on. This is, for instance, the situation where the concept "competence" appears in some papers, although without any such definition or indication of how it is employed. Result, it suggests that the two words are also interchangeable in sense i.e., the two terms do not show any differentiation (Wong, 2020).

In order to cope with the daily life issues and to meet emerging challenges, the policy on core competency focused on personal knowledge, competence and value. According to findings from the Core Competence Research Team in Chinese mainland (2016), core competence is not only defined with regard to moral ability and the ability for adaptation to lifelong development and changes in society, but with regard to the importance of individuals having moral character. All of the competences highlight the task of the cultivation of a lifelong, engaged, and participating society for the future inclusive world as well as that of a holistic individual. Moreover, the knowledge, power and will are present for addressing daily challenges (Li, 2022).

Strategic Intelligence

Businesses need strategic intelligence in order, in this crucial time of economic crisis and political quake, to strengthen and retain their current situation in a volatile world. In the sense of strategic planning and strategic management, strategic intelligence is a concept. It helps to understand the direction of a company, how it can remain successful in the face of potential threats and long-term changes, and how it can make the right strategic decisions to maximize its performance. Strategic intelligence meets high-level policymakers' intelligence needs and focuses mainly on decisive action (Levine et al., 2017).

Strategic intelligence is defined in the literature as the collection, processing, analysis, and dissemination of information that is critically pertinent at the strategic level. It serves as a tool frequently employed in strategic planning, national security, military intelligence, and strategic decision-making within large organizations (Nasullaev et al., 2020). In the realm of strategic intelligence, technological intelligence has gained significant importance, particularly in the setting of contemporary open innovation. Consequently, technology management is essential to the competitiveness of firms. The failure to timely identify significant changes in essential technologies or the emergence of disruptive technologies that may soon supplant existing ones could result in the obsolescence of an organization's products, processes, or services (Berges et al., 2021).

Hypotheses development

Shlaka (2021) has reached a range of results, perhaps the most prominent The Organization's ability to achieve organizational excellence is enhanced by the existence of strategic intelligence variables and core competencies if they are essential elements for achieving this excellence , The most important recommendations are the need to pay greater attention to all standards of organizational excellence Through the development of future plans of action for the development of the company's material resources and human resources Which represent their core competencies. Gitelman et al.

(2021) demonstrated that the production of strategic intelligence necessitates the implementation of specialized management systems, such as anticipatory management, and the development of pertinent competencies grounded in anticipatory learning. The main results of Irtaimeh (2018) showed that a statistically significant effect of strategic leadership competencies such as strategic thinking and of leadership competencies are found on core competency. The main suggestions of the study indicated that organizations need to be continuously and regularly reviewing their core competence, in order to revise the necessary resources upon which their competence is based, and that this fulfils the requirements for strategic thinking and leadership through activities. According to Salih & Abdulrahman (2015) when the skills portfolio of managers is optimally used it leads to a best managerial practice and one third of the strategic intelligence variables and behavior are affected. The development of this effect can be explained by the learning curve of the learning curve for the acquisition of up to 0.53 acquisition of team competences and 0.14 acquisition of global awareness competences. Paiuc et al. (2024) acknowledge the limitations due to the scarcity of literature on the subject, as strategic intelligence is a relatively novel concept in the business sector; additionally, further research is necessary to comprehensively understand and leverage the potential of strategic intelligence for business growth. Addressing these constraints and further exploring the concept of strategic intelligence could, firstly, involve utilizing various platforms, such as academic journals or encyclopedias, and, secondly, assist enterprises in acquiring a competitive advantage and making informed decisions that can enhance their success in a dynamic market.

According to the above, the following hypotheses can be reached:

H1: There is an impact of core competencies on strategic intelligence at the level ($\alpha \leq 0.05$).

H1.1: There is an impact of resource development on strategic intelligence at the level ($\alpha \leq 0.05$).

H1.2: There is an impact of support teamwork on strategic intelligence at the level ($\alpha \leq 0.05$).

H1.3: There is an impact of empowering employees on strategic intelligence at the level ($\alpha \leq 0.05$).

STUDY METHODOLOGY

The descriptive analytical approach was used to achieve the study objectives and answer its questions. The descriptive approach relied on studying the research topic, relying on an appropriate tool to collect data and information, to study the relationship between the study dimensions and its variables. The analytical approach was used to process the collected data, analyze it, and test hypotheses to reach the study results and provide appropriate recommendations for those results. The descriptive approach was used to describe the main variables represented by the impact of core competencies on strategic intelligence and its sub-dimensions and to determine the level of interest of commercial bank employees. The analytical approach was used to reveal the impact of The Impact of Core Competencies on Strategic Intelligence. After that, a questionnaire was conducted and data was collected. Then the data was coded according to the SPSS 26 program. After verifying the naturalness, validity, and reliability, the analysis was conducted, and the association between the variables was verified. Finally, the effect was tested using multiple regression.

Study Population and Sample

The study community consists of all employees in commercial banks. Due to the large size of the study community, a random sample of (200) employees from administrative workers in commercial banks was taken. An electronic questionnaire was sent using Google forms to collect data from the study community. (184) questionnaires were retrieved, all of which were valid for statistical analysis purposes, representing (92%) of the total study sample.

Data Collection Methods (Tools)

To achieve the goal of the study, two types of sources was used to obtain the necessary data to conduct the study, namely:

- **First: Secondary sources:** They are the scientific sources (literary and theoretical) on which the researcher relied in obtaining the necessary data to prepare the theoretical aspect of the current

study and to enhance its objectives by reviewing its most prominent results, and preparing them. The study tool in order to develop hypotheses for the study and enrich the discussion process. These sources were books, university theses, scientific research, articles, refereed periodicals and various publications dealing with academic topics.

- **Second: Primary Sources:** These are the sources that the researcher used to obtain the primary data from the study community, which are necessary to prepare the practical side of the current study. These sources were represented in the questionnaire which was prepared and developed through literature review and previous studies, which covered all aspects covered by the theoretical framework and questions. The hypotheses on which the study was built and through which the researcher aims to identify the opinions and attitudes of the study sample members about the dimensions and variables of the study model.

Reliability Test

Cronbach's Alfa value will be calculated to verify consistency and appropriateness of the items included in the questionnaire. If the result is greater than 0.70, the value is statistically acceptable and the closer it is to one (or 100%), the more stable the search tool (Sekaran and Bougie, 2016).

As shown in Table (1), Cronbach Alpha ranges from 0.894 to 0.956. In other words, the study tool is stable, and the data it produces are accurate and reliable in measuring variables. Since all dimensions of independent and certified variables are greater than 70%, reliability has been considered.

Table No. (1): Cronbach Alpha values for study tool variables

Variable	No. of items	Cronbach's Alpha
resource development	5	0.894
support teamwork	5	0.911
empowering employees	5	0.913
Core Competencies	15	0.956
Strategic Intelligence	10	0.941

Testing Study Hypothesis

After verifying the validity, reliability and impact of Core Competencies on Strategic Intelligence, the researcher will then perform a set of tests, such as normality tests and multiple linearity tests, before implementing regression analysis tests (Sekaran, 2003). The following tests were performed to ensure that the data were consistent with the assumptions of the regression analysis:

For determining a distribution's normality, skewness and kurtosis statistics are used. Skewness statistics are used to test the symmetry of distributions. The Kurtosis statistic, on the other hand, is used to determine how heavy the distribution tails are (Pandian, 2003). The skewness of the study variables in Table (2) ranges between -2 and 2, indicating that they are normally distributed (West et al., 1995).

Table No. (2): Results of testing the normality of the distribution

Variables	Skewness	Kurtosis
resource development	-0.273	0.117
support teamwork	-0.143	-0.151
empowering employees	-0.498	0.473

Multi-collinearity:

Using the Variance Inflation Factor (VIF) and the Tolerance Variant Statistics, we check that the independent variables dimensions indicate no multicollinearity. In table (3) the tolerance coefficient was lower than (1), higher than (0.05), and all three values of VIF were less than (10). Based on Hair et al., (2017), these values suggest that there is no multi-collinearity among all dimensions, demonstrating that multiple regression analysis can be used to test study hypotheses.

Table No. (3): Results of testing the strength of multi-collinearity between IV dimensions.

Dimension	Collinearity Statistics	
	Tolerance	VIF
resource development	0.274	3.651
support teamwork	0.230	4.342
empowering employees	0.209	4.785

The main Hypothesis

To test the main hypothesis, multiple linear regression analysis was performed.

The main hypothesis of the study was as follows: "There is a statistically significant effect at the level ($\alpha \leq 0.05$) of Core Competencies on Strategic Intelligence.

Table (4): Results of Testing the Impact main hypothesis

D.V	Model Summery		ANOVA		Coefficients				
	R	R ²	F	Sig F*	variable	B	standard error	T	Sig T*
Strategic Intelligence	0.946	0.894	508.036	0.000	resource development	0.329	0.038	8.738	0.000
					support teamwork	0.366	0.042	8.756	0.000
					empowering employees	0.112	0.038	2.919	0.004

*The effect is statistically significant at the level ($\alpha \leq 0.05$)

It is clear from Table No. (4) that there is a positive, statistically significant impact of Core Competencies on Strategic Intelligence, where the value of the correlation coefficient was (0.946), and the value of determination was (0.894), which indicates that (Core Competencies) they explained an amount of (89.4%) of the change in Strategic Intelligence, and it is clear from the table as well that the significance of the model, where the calculated F value amounted to (508.036) and the significance level (Sig F = 0.000) is less than 0.05.

Table (13) also shows the values of the regression coefficients for the sub-dimensions of the variable (Core Competencies), as it is clear from the table that the value of B at the dimension of resource development amounted to (0.329), and it indicates that the increase in resource development by one unit It leads to an increase in Strategic Intelligence by (32.9%) units, and the calculated T value at this dimension was (8.738) with a significance level of (0.000) which is less than 0.05, which indicates a positive significant effect at a significance level of ($\alpha \leq 0.05$). resource development in Strategic Intelligence.

It is clear from the table that the value of B at the dimension of support teamwork amounted to (0.366), which indicates that the increase in support teamwork by one unit leads to an increase in Strategic Intelligence by (36.6%), and the value of T calculated at this dimension (8.756) with a significance level of (0.000), which is less than 0.05, which indicates a positive significant effect at ($\alpha \leq 0.05$) support teamwork significance level in Strategic Intelligence.

It is clear from the table that the value of B at the dimension of empowering employees has reached (0.112), which indicates that the increase in empowering employees by one unit leads to an increase in Strategic Intelligence by (11.2%), and the calculated T value at this dimension (2.919) and the level of significance (0.004), which is less than 0.05, which indicates that there is a positive significant effect at the level of significance ($\alpha \leq 0.05$) of empowering employees in Strategic Intelligence.

To test the sub-hypotheses, simple linear regression analysis was performed.

H1.1: There is a statistically significant effect at the level ($\alpha \leq 0.05$) of resource development on strategic intelligence.

H1.2: There is a statistically significant effect at the level ($\alpha \leq 0.05$) of support teamwork on strategic intelligence.

H1.3: There is a statistically significant effect at the level ($\alpha \leq 0.05$) of empowering employees on strategic intelligence.

Table (5): Impact test results H1.1, H1.2 and H1.3

I.V	Model Summery		ANOVA		Coefficients			
	R	R ²	F	Sig F*	B	standard error	T	Sig T*
resource development	0.891	0.795	704.812	0.000	0.724	0.027	26.548	0.000
support teamwork	0.903	0.816	804.902	0.000	0.748	0.026	28.371	0.000
empowering employees	0.871	0.758	569.917	0.000	0.632	0.026	23.873	0.000

*The effect is statistically significant at the level ($\alpha \leq 0.05$)

Table (5) shows that the R-value of the first dimension was (0.891), which indicates a positive correlation between the dimension (resource development) and the dimension (Strategic Intelligence). It turns out that the result of the coefficient of determination is ($R^2 = 0.795$), which means that the (resource development) domain explained (79.5%) of the variance in (Strategic Intelligence) when all other variables remain constant. It was also proved that at the level of confidence (sig = 0.000), the value of (F) reached (704.812), which confirms the importance of the regression at the level of significance ($\alpha \leq 0.05$).

Table (5) shows that the R-value of the first dimension was (0.903), which indicates a positive correlation between the dimension (support teamwork) and the dimension (Strategic Intelligence). It turns out that the result of the coefficient of determination is ($R^2 = 0.816$), which means that the (support teamwork) domain explained (81.6%) of the variance in (Strategic Intelligence) when all other variables remain constant. It was also proved that at the level of confidence (sig = 0.000), the value of (F) reached (804.902), which confirms the importance of the regression at the level of significance ($\alpha \leq 0.05$).

Table (5) shows that the R-value of the first dimension was (0.871), which indicates a positive correlation between the dimension (empowering employees) and the dimension (Strategic Intelligence). It turns out that the result of the coefficient of determination is ($R^2 = 0.758$), which means that the (empowering employees) domain explained (75.8%) of the variance in (Strategic Intelligence) when all other variables remain constant. It was also proved that at the level of confidence (sig = 0.000), the value of (F) reached (569.917), which confirms the importance of the regression at the level of significance ($\alpha \leq 0.05$).

DISCUSSION

The hypotheses relating to the effect of the core competencies on the strategic intelligence in the commercial banks in Jordan can be discussed according to the literature results. The relationship between core competencies and strategic intelligence is also important. Evidence shows that strategic intelligence augments managerial competencies, in turn, which is associated with improved decision making and organizational effectiveness. Specifically, the development of managerial competencies is closely linked to the effective use of strategic intelligence, suggesting that as core competencies improve, so does the strategic intelligence of the organization. Resource development is an important factor in the improvement of strategic intelligence. The availability of resources and expertise enables organizations to deliver integrated intelligence functions appropriately. This ability is critical to successful adaptation and innovation in the face of environmental change and a

change in competitive landscape, both of which are central to the strategic intelligence. Therefore, it can be concluded that resource development positively impacts strategic intelligence. The ability to work collaboratively enhances communication and information sharing within the organization, which is critical for effective strategic decision-making. It has been established that organizations where teamwork is encouraged are more able to capitalize on strategic intelligence because they are better able to take advantage of different points of view and pooled problem solving. Accordingly, endorsement of teamwork is likely to be beneficial to strategic intelligence. Empowering employees is also closely related to the success of strategic intelligence. When employees are empowered, they are more likely to take initiative, share insights, and contribute to the organization's strategic goals. This empowerment results in a more aware and skilled workforce capable of harnessing strategic intelligence and, as a consequence, improving general organizational performance. Accordingly, it can be concluded that empowering employees has a positive effect on strategic intelligence. In summary, all four hypotheses suggest a positive relationship between the respective factors (core competencies, resource development, teamwork support, and employee empowerment) and strategic intelligence in commercial banks in Jordan. The findings from the literature support these hypotheses, indicating that enhancing these areas can lead to improved strategic intelligence and, consequently, better organizational performance.

CONCLUSION

It is found that there is a statistically significant association among the factors investigated in the study on the influence of core competencies on strategic intelligence in commercial banks in Jordan. Hypothesis suggests the importance of core competence development, resource acquisition, the dynamics of teams and employee empowerment in the development of strategic intelligence. This interconnection highlights the importance of banks targeting these areas as well to do a good job with making decision and improving overall organizational performance. As the financial world continues to evolve, strategic intelligence is becoming ever more vital for securing a competitive edge. Identifying how core competencies and strategic intelligence relate to one another is of paramount importance for commercial banks in Jordan. To deal with this difficult, competitive environment, strategic intelligence can have organizational benefits. Nevertheless, by incurring the cost of their core competencies investment, and developing and fostering supported collaborative, empowered workforce, the banks would gain more flexibility and reactivity to market change. Besides serving as a key asset to achievement of short-term objectives, the strategic location of these banks creates an opportunity for a “going-forward” sustainable future in a changing business environment. In order to allow the full and effective utilization of the possibilities inherent in the assets of core competencies in strategic intelligence, training and development of banks should, as a matter of urgency, be systematic in a manner that aims to enhance the potential and knowledge of employees. For example, also training an environment to promote team work and a cooperative culture of open communication will promote ideas and attitudes to be shared. Banks need, in addition, to focus on employee empowerment through providing more freedom in decision making processes, which can lead to innovation and commitment. Lastly, it is also useful to apply these methods continuously and to make them adaptive (e.g. To ensure they can continue to address the evolving needs of the organization and financial system within a global context. By these acts, commercial banks in Jordan could potentially achieve thereby substantial enhancement in both strategic intelligence and strategic performance.

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