

The Impact of Organizational Ambidexterity on Competitive Advantage at Jordanian Commercial Banks

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ABSTRACT

The study aimed to identify the impact of organizational ambidexterity in its dimensions (exploring opportunities and exploiting opportunities) on competitive advantage in its dimensions (quality, cost, flexibility, differentiation). The study population consisted of (12) Jordanian commercial banks, and the unit of analysis for the current study included employees in the Top and middle management in Jordanian commercial banks, or the equivalent of these job titles due to their differences from one bank to another, the study population consisted of all managers in these banks, which are approximately (412) managers. A simple random sample with a size of (218) managers was adopted. The questionnaire was distributed to the sample with (78.8 %) retrieve percentage so, the final sample size is (172) managers. To achieve the objectives of the study, the researchers used the descriptive analytical method, developed a questionnaire to collect the necessary data.

The results of the analysis of the study data indicated that there is a positive effect of Organizational Ambidexterity with its dimensions on Competitive Advantage in Jordanian Commercial Banks where the levels of Organizational Ambidexterity and Competitive Advantage were high.

Keywords: organizational ambidexterity, competitive advantage, Jordanian commercial banks.



1. Introduction

The contemporary business landscape is characterized by competition and dynamicity, which requires organizations to not only thrive but also endure over time. To gain a competitive edge, these organizations must implement strategies that appeal to customers' unique needs and foster their loyalty (Wells, 2013). Adequate resource management is necessary to achieve a potential competitive advantage; if these resources are rare, non-transferable, non-durable, non-unique, and non-replaceable, the advantage will be sustainable (Pearson et al., 2015) with both long-term exploration and short-term exploitation processes. Not only may actual or intangible resources be relied upon to do this, but it's also essential to build organizational capacities to implement the plan.

Competitive advantage is a major goal that all business organizations seek to achieve, as the basic problem that these organizations face is the problem of continuity and survival in the market they choose, which requires that they possess the factors supporting that, which are goals, resources, capable and motivated individuals, as well as the correct and necessary strategic options. For the survival of the organization and losing any of them may accelerate its decline and failure, especially considering accelerating economic globalization and intense competition to control customers (Fazal et al., 2022).

Developing ambidexterity, or the capacity to concurrently do exploration-alignment and exploitation-adaptation activities, is another approach for an organization to become competitive (Schumpeter, 2013). This enables the organization to continue expanding and evolving. Therefore, the research aims to demonstrate the impact of organizational ambidexterity in achieving competitive advantage in Jordanian commercial banks.

1.1 Study Problem

Considering the pressures exerted on the activities of organizations in order to gain competitive advantage in light of increasingly competitive and turbulent markets, which has made them face difficulty in surviving and continuing their work without making certain changes. Competitive advantage expresses the ability of organizations in all sectors to meet customer needs with regard to services and provide them with high quality and provide a return on investment to achieve long-term growth and development and reach the desired goals. This applies to the services sector under study, which is the commercial banking sector, so an organization distinguishes itself from its competitors when it is able to possess unique and distinctive characteristics that make the customer relate to it (Gontur et al., 2023). Consequently, the study problem may be expressed as the following primary question:

What is the impact of Organizational Ambidexterity (Exploration of opportunities, Exploitation of opportunities, Flexibility in structure) on Competitive Advantage at Jordanian commercial Banks?

The following questions arise from it:

1. What is the relative importance of Organizational Ambidexterity at Jordanian commercial Banks?



2. What is the relative importance of Competitive Advantage with its dimensions (Quality, cost, flexibility, differentiation) at Jordanian commercial Banks?
3. What is the impact of Exploration of opportunities on achieving Competitive Advantage at Jordanian commercial Banks?
4. What is the impact of Exploitation of opportunities on Competitive Advantage at Jordanian commercial Banks?
5. What is the impact of Flexibility in structure on Competitive Advantage at Jordanian commercial Banks?

1.2 Study Importance

The importance of the research comes from the importance of the variables it contains, the subject of the organizational Ambidexterity of the vital Topics through which it seeks organizations to provide mentalities renewable for their members and maintain its survival and continuity according to different organizational methods of access for strategic success, The main challenge that all organizations face is the process of continuous innovation that makes them able to compete in the long term, and one of these challenges is the strategy that they follow in leading the work teams in the organization, in addition to the shortcomings that occurred in studying the factors affecting leadership, which was a major reason. In the impossibility of achieving effectiveness and success for organizations, at a time when there is an increasing need for leaders who face the challenges that occur in the environment, even though many business organizations highlight the importance of having effective leaders capable of confronting these challenges. Accordingly, this research sought to demonstrate the impact of the organizational prowess possessed by senior leadership in achieving competitive advantage in Jordanian commercial banks, which in turn will lead to the adoption of ingenious leadership styles that help them deal with the challenges and circumstances in which they live.

1.3 The Study Objectives

The researcher aimed to address the issue of the study from a theoretical scientific point of view, represented by clarifying the basic concepts of the study variables (Organizational Ambidexterity and Competitive Advantage), as well as the dimensions of each of them, as well as their importance and practices. The researcher also aimed to address the problem from an applied practical point of view by identifying the extent to which Jordanian commercial Banks apply Organizational Ambidexterity in their presented reports and the extent of disclosing it and reaching the results and recommendations in this regard.

1.4. Research Framework and Hypotheses

The study aims to examine the impact of Organizational Ambidexterity on Competitive Advantage, for that the researcher developed the following hypotheses:

- H01: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Organizational Ambidexterity with its dimensions (Exploration of opportunities, Exploitation of opportunities) on Competitive Advantage.
- Three sub-hypotheses are derived from the main hypothesis as follows:
 - H01-1: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Exploration of opportunities on Competitive Advantage.



- H01-2: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Exploitation of opportunities on Competitive Advantage.

2. THEORETICAL BACKGROUND

2.1. Organizational Ambidexterity

Ambidexterity, or a company's ability to pursue competing strategic orientations at the same time, can be defined as its capacity to simultaneously pursue new opportunities and radical innovations (i.e., exploration) and exploit current business operations with ever-higher levels of efficiency (i.e., exploitation) (Hu & Chen, 2016).

Organisational ambidexterity is defined as an integrated architecture that allows an organisation to use both exploitation and exploration strategies simultaneously. Organisations that are ambidextrous are similar in that they use persuasion to take advantage of opportunities in different and new areas, such as experimentation and diversification through exploration, while also using their competencies and current activities in areas like selection and implementation (Hussein & Al-Ani, 2018). Thus, experimentation, adaptability, and independence are necessary for ambidexterity in order to support organizations in investigating and capitalizing on competition in developing technologies and markets that provide efficiency, ongoing development, control, and competition in novel technologies and markets (Alabadi et al., 2018). The concept of ambidexterity enables a business to simultaneously develop exploration and exploitation in order to achieve superior performance. To achieve this, a business must adopt two crucial organizational cultures: the willingness to combine existing knowledge (WTCO) and the willingness to cannibalize (WTCA). These cultures enable businesses to implement both radical and incremental (i.e., ambidextrous) innovations in order to achieve superior performance (Harmancioglu et al., 2020).

The term "organizational ambidexterity" describes an organization's capacity to both explore and exploit; that is, to compete in established markets and technologies that value control, efficiency, and small steps towards improvement, as well as in emerging markets and technologies that require flexibility, autonomy, and experimentation (Hwang et al., 2023). The term "ambidexterity" also refers to the general, continuous process of weighing trade-offs from many options, such as the concurrent use of paradoxical tactics, to maintain an organization's competitiveness throughout the long term as well as the short term is the goal of ambidexterity (Salamat et al., 2022). The capacity to handle intricate and contradictory elements, such as discovery and extraction, adaptability and efficiency, radical and ongoing innovation, alignment, and adaptation, is known as ambidexterity (Luger et al., 2018).

Exploitation and exploration are the two key components of organizational ambidexterity. While exploration relates to diversity, experimentation, flexibility, creativity, play, and discovery, productivity, efficiency, selection, implementation, decision, refinement, and execution are all considered aspects of exploration (Chakma et al., 2021).



2.2. Organizational Ambidexterity Dimensions

2.2.1. Exploration of opportunities

Businesses use exploration tactics to find untapped market prospects, pinpoint client demands, or generate new demand by projecting future wants. The focus of exploration is on disruptive innovation methods, goods, and technology (O'Cass et al., 2014). Exploration encompasses untapped talents and the search for new information since it enables businesses to generate and gain knowledge and information from every aspect of the organization's surroundings (Jurksiene & Pundziene, 2016). Exploration is the act of seeking for or discovering something, as well as the willingness to take a chance, try something new, and learn about many varieties and creative methods of doing things (Hwang et al., 2023).

Exploration means searching for new possibilities and opportunities, new customers, and the possibility of entering new markets, through the ability to bring about radical change that depends on the introduction of new products and processes. It is a search for knowledge, exerting effort, and the ability to experiment, innovate, and radical change (Bodwell & Chermack, 2011).

Hahn et al. (2013) also indicated that exploration means seeking new knowledge. This is confirmed by (Luo et al., 2016) that exploration means research, experimentation, complex thinking, risk-taking, and innovation, as it is characterized by change, follow-up, and risk-taking.

Exploration is the organization's ability to search for new possibilities and opportunities, predict what may happen in the future, and make efforts that enable it and its employees to adapt to constantly and suddenly changing environmental requirements in the long term, and then focus on achieving the requirements and needs of customers in new and emerging markets and providing products. And services that are compatible with their desires by providing new products or distribution channels (Bai & Ren, 2016).

2.2.2. Exploitation of opportunities

By applying existing knowledge to increase productivity, minimise failure, and continuously develop existing knowledge, firms can exploit opportunities to stay competitive and continuously meet market demands through incremental changes to current practises that increase resource efficiency and save costs (O'Cass et al., 2014).

In contrast to exploration, which aims to develop a wide body of knowledge in a variety of subjects, exploitation concentrates on producing profound knowledge in a select few domains. Firms use their acute and continuously honed market knowledge through centralization and progressively standardised, formalised procedures and duties. Organisational features of exploitation include low risk and strong employee commitment to achieving short-term goals. While exploration seeks to increase flexibility and uncover new information, exploitation promotes efficiency, summarization, and improvement across the board (Hu & Chen, 2016). Consequently, the more an organization can balance its resources, the market, and the rules of competition, the more it can achieve organizational ambidexterity, which allows it to



oversee both radical and incremental innovation over time as it must adapt to a complex and constantly changing competitive landscape. This is because an organization's ability to manage resource exploitation and current activities in existing fields to add value in the short term and explore new opportunities in new fields will enable it to survive and succeed in the long run (Ibrahim, 2017).

Exploitation can be defined by such things as the refinement and selection of something regarding its production and efficiency, and the ultimate implementation and execution of that choice (Hwang et al., 2023).

Exploitation represents the ability of the organization and its employees to make full use of its available resources, work to improve its various activities to create value in the short term, and then focus on meeting the desires and needs of customers currently present in the markets. This is done by seeking to expand current knowledge and products and increase Efficiency of channels charged with distributing existing products (Bai & Ren, 2016).

2.3. Competitive Advantage

Competitive advantage has always represented the basic value offered by every organization in order to encourage targets to prefer and distinguish their services, and achieve the desired goals compared to similar institutions (Flak & Glod, 2020). As researchers (Mahdi et al., 2019) indicated. indicated that competitive advantages are achieved in different ways, some of which may be due to investment in infrastructure capabilities as they contribute to enhancing the efforts that distinguish the organization's products, and others due to the benefits that the target group of customers may obtain when purchasing the product. Or the targeted service.

Gupta and Shopra (2018) also added that improving the work environment may be one of the reasons that may achieve competitive advantage, as it helps in enhancing performance, improving many aspects, developing their skills, as well as increasing their quality level. In addition, (Cantele & Zardini, 2018) indicated that the real challenge for organizations may be due to their awareness of how to maintain the competitive advantage they enjoy and not be imitated by other competing organizations.

Competitive advantage is defined as the ability of sectors to meet customer needs regarding services and provide them with high quality, provide a return on investment to achieve growth and development, and reach the desired goals. (Anik et al., 2015).

Competitive advantage is defined as a set of factors that are related to the organization's stability in the market, which includes active participation in economic fields, and which affects the stability and development of profits through the optimal use of available resources. (Baroto et al., 2016).

Competitive advantage is also known as the superior policy that an organization follows to compete and achieve the best results it seeks by following specific strategies that will achieve competitive advantage (Korankye, 2013). It has also been defined as the organization's ability to perform in one or more ways that competitors cannot perform, and to implement the strategy and context that competition does not encompass. (Munizu, 2013).



2.4. Competitive Advantage Dimensions

2.4.1. Quality

Quality is a set of product properties and attributes that meet customer requirements and achieve consumer satisfaction, it means avoiding defects and errors in the product or service provided to customers. It is the basis on which total quality management is based in organizations in various sectors (Johnson et al., 2020).

Madhani (2017) indicated that it relates to creating differences in the level of quality for the products or services provided by the organization compared to competitors. Daru (2016) also considered that the quality dimension in the level of services and products provided by the institution plays a major role in the possibility of the institutions' survival and sustainability or their eventual demise.

The concept of quality extends to various sectors such as health care, education, and non-profit organizations. It is not limited to industrial sectors only, as emphasis is placed on the quality of services provided and existing processes within the organization. Organizations' interest in the concept of quality has increased, and efforts made to achieve quality in the processes and services provided by those organizations have also increased. Quality is no longer linked to products and processes. And not only the services affiliated with the organization, but the adoption of that dimension by organizations has become an important strategic tool in terms of its connection to the environment of those organizations on the one hand, and to all of its various functions on the other hand. (Baethge et al., 2019).

Quality is an important competitive advantage that refers to doing things correctly to provide products that suit customers' needs. Customers want products with quality that meet the characteristics required by them, which are the characteristics they expect or see in advertising. Companies that do not provide products with quality that meet the needs, desires and expectations of customers are unable to survive and succeed in competitive behavior (Arsawan et al., 2022).

2.4.2. Cost

Low cost is the first competitive dimension that organizations try to achieve in order to market their services at a lower price than competing organizations and obtain the largest possible amount of profits. The organization that is able to control its cost has the upper hand in the market, and this gives it the ability to control the market, as Reducing costs allows organizations to provide services at lower prices than competing organizations, but with additional services. Competitive conditions and the desire to survive push management to apply modern methods that will lead to cost reduction, such as a just-in-time production system (Al-Hamdani, 2021).

One of the most important factors for an organization's success is its ability to objectively estimate the cost of projects and adapt to external environment variables, which in turn is affected by many elements and requirements of the competitive environment. The concept of cost is used to describe the approaches to activities related to using resources in a way that increases the value provided to customers and achieves the organization's goals (Alo & Faris, 2022).



Researchers referred to the concept of cost as the dimension through which an organization focuses on creating its competitive advantage by conducting a comparative analysis of costs in the process of producing the product or service provided with the production costs of competing organizations (Ciffolilli & Muscio, 2018). As Ranjith (2016) pointed out, the lowest cost is the main operational goal for organizations that compete through cost and other advantages.

The company can reduce costs through the efficient use of production capacity available to it, as well as continuous improvement of product quality and creativity in product design and process technology, as this is an important basis for reducing costs as well as helping managers support and assign the company's strategy to be a leader in the field of cost (Hodaei et al., 2020).

2.4.3. Flexibility

Flexibility is the basis for achieving a company's competitive advantage through rapid response to changes that may occur in product design to suit customer needs (Clauss et al., 2021).

Flexibility has become one of the most important competitive dimensions after customers' desires for change, as well as their needs for means of satisfaction, have increased. Organizations cannot achieve superiority unless they are accompanied by high flexibility that is compatible with customers' desires. Thus, flexibility has come to include the ability to produce new services in a large amount and the ability to quickly modify new services to respond to desires. Customer flexibility is reflected in service flexibility: it is the organization's ability to keep pace with change in design resulting from customer preferences and technological developments. Flexibility of scale: the ability to change the volume of production to follow changes in the level of demand. (Rizk, 2021).

Flexibility is considered one of the dimensions of competitive advantage that contributes to the organization's ability to change production factors according to what the market requires and its variables (Efrat et al., 2019).

There are four types of flexibility in competitive advantage, which are as mentioned: Product flexibility: It means processes related to the ability to provide new or modified services and products. Product mix flexibility means processes that help produce a mix of services and products. Size Flexibility: means operations that help increase the organization's ability to change the level of production and activity, in order to suit market requirements to provide different quantities and sizes of required products and services. Delivery flexibility refers to the processes that are related to the organization's flexible ability to change product delivery times (Eryesil et al., 2015).

Flexibility means the company's ability to change operations to other methods, and this may mean changing the performance of operations as well as changing the way and time of performing operations (Mubarik et al., 2019).

2.4.4. Differentiation

Differentiation is defined as the ability to achieve competitive advantage by producing and offering services that competitors cannot easily imitate, and



organizations seek to provide distinguished services that other competing organizations cannot match (Abdullah, 2022).

It is also known that the survival of organizations is no longer easy to achieve, as the survival of organizations depends on outstanding performance and excellence is not an end, but rather a means to achieve satisfaction among the owners of the organizations, and it is a means of earning profits and gaining the respect and satisfaction of customers (Al-Dala'een, 2017).

Differentiation strategy is a marketing approach that urges companies to develop a unique product or service that should be able to differentiate itself from its competitors, as the primary goal of this marketing strategy is to gain a competitive advantage over competitors and perform above average performance (Darmawan & Grenier, 2021).

Differentiation is important in business because it helps companies and brands excel and thrive in the competitive market by identifying and developing unique features of products or services, which differentiate them from their competitors, making them attract customers and achieve success (Hu et al., 2019).

A differentiation strategy provides opportunities to meet changing customer needs and technological developments where products and services can be improved to exceed customer expectations and leverage innovative technology to improve operations (Danso et al., 2019).

Differentiation strategy is a powerful tool to distinguish brands and companies from competitors. By identifying and developing unique features, companies can build a strong and attractive identity for customers. Investing time and effort in a differentiation strategy can bring great benefits to success and prosperity in the competitive business market (Rehman et al., 2022).

4. Study methodology

4.1 Introduction

This part is devoted to clarifying the methods and procedures that will be followed in this study, in terms of the type of study, its nature, and the strategy followed in it. The study population, the sample, and how to choose it will also be clarified, and an explanation of the study tool, the extent of its stability, and what statistical methods will be used in it. Processing data and drawing conclusions.

4.2 Type and nature of the study

This study is an explanatory study in terms of purpose, as it will work to discover direct and indirect relationships between variables, as this study will be applied in terms of nature and in terms of planning, it is not planned, and in terms of the time horizon, it is cross-sectional because it is conducted on a sample at the same time (Al-Najjar et al., 2020, 56-53). In terms of mechanism and procedures, this study is considered quantitative (Saunders et al., 2019, 145), and it is also considered deductive in nature due to its reliance on administrative theories and previous studies.

4.3 Strategies used in the study.

A sampling strategy will be used, as this strategy is used to identify the variables that cause the existence of a phenomenon to reach the impact and result. It is also used to



study the current facts related to the nature of the phenomenon and its repercussions. Therefore, questionnaires will be distributed to senior and middle management employees in Jordanian commercial banks.

4.4 Study population and sample

The study population consisted of (12) Jordanian commercial banks, and the unit of analysis for the current study included employees in the Top and middle management in Jordanian commercial banks, or the equivalent of these job titles due to their differences from one bank to another, the study population consisted of all managers in these banks, which are approximately (412) managers. A simple random sample with a size of (218) managers was adopted. The questionnaire was distributed to the sample with (78.8 %) retrieve percentage so, the final sample size is (172) managers.

4.5 Study Tool

The researchers used the questionnaire as a tool to collect primary data. It was designed as follows:

The first part: includes the personal and functional characteristics of the sample members, and it includes: gender, age, educational qualification, job title, years of experience.

Part 2: The questions that measured the independent variable (organizational ambidexterity) after reviewing a group of previous studies.

Part 3: The questions that measured the dependent variable (competitive advantage) after reviewing a set of previous studies.

Each of the study variables was measured using a five-degree Likert scale.

5. Results & Discussion

The dimensions of each variable are displayed in Table 1, where all reliability coefficient values exceed the permissible percentage of 0.70. Exploration of opportunities has the lowest mean value (3.506) and Exploitation of opportunities has the highest mean value (3.909). Additionally, the table demonstrates that the correlation between the variables' dimensions is highest at (.0810), while the correlation values between the other dimensions are lower, indicating that there is no issue with linear correlation.

Table (1) Reliability, Mean, Std. and Correlation

Variables	Items	Alpha	Mean	Std.	Quality	Cost	Flexibility	Differentiation
Exploration of opportunities	6	0.870	3.506	0.675				
Exploitation of opportunities	6	0.903	3.909	0.588				
Quality	7	0.886	3.829	0.679				
Cost	6	0.857	3.669	0.688	.0810**			



Flexibility	5	0.792	3.737	0.617	.0694**	.0733**	
Differentiation	5	0.878	3.829	0.652	.0700**	.0722**	.722**

H01: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Organizational Ambidexterity with its dimensions (Exploration of opportunities, Exploitation of opportunities) on Competitive Advantage.

Table 2. Effect of Organizational Ambidexterity on Competitive Advantage dimensions.

Model	Competitive Advantage	B	T	Sig..	R2	F	Sig.
First	Quality	0.804	17.017	0.000	0.653	289.572	0.000
Second	Quality	0.516	8.973	0.000	0.740	217.493	0.000
	Cost	0.385	7.151	0.000			
Third	Quality	0.405	6.541	0.000	0.764	163.606	0.000
	Cost	0.302	5.418	0.000			
	Flexibility	0.254	3.907	0.000			

Table 2 presents the results of stepwise regression analysis of organizational ambidexterity on Competitive Advantage dimensions, as it was found that Quality was the most affected dimension by organizational ambidexterity, as it was found that it explained (65.3%) of the variance by organizational ambidexterity, and after adding Cost in the second model, the percentage of explanation rose to (74%), in addition to that Flexibility has raised the interpretation rate to (76.4%), but regarding Differentiation had no significant effect.

Accordingly, there's a significant effect of Organizational Ambidexterity on Competitive Advantage in Jordanian Commercial Banks.

H01-1: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Exploration of opportunities on Competitive Advantage.

**Table 3. Effect of Exploration of opportunities on Competitive Advantage.**

Dependent variable	Model Summery		ANOVA			Independent variable	Coefficient	
	R	R ²	Sig.	DF	F		B	Sig.
Exploration of opportunities	0.835	0.698	.000	1	355.718	Competitive Advantage	0.915	.000

Table 3 refers to the results of the simple regression analysis of Exploration of opportunities on Competitive Advantage; it was found that there is a significant effect between the two variables where the value of Sig. is (0.00).

Accordingly, there's a significant effect of Exploration of opportunities on Competitive Advantage in Jordanian Commercial Banks.

H01-2: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Exploitation of opportunities on Competitive Advantage.

Table 4. Effect of Exploitation of opportunities on Competitive Advantage.

Dependent variable	Model Summery		ANOVA			Independent variable	Coefficient	
	R	R ²	Sig.	DF	F		B	Sig.
Exploitation of opportunities	0.805	0.648	.000	1	282.977	Competitive Advantage	0.957	.000

Table 4 refers to the results of the simple regression analysis of Exploitation of opportunities on Competitive Advantage; it was found that there is a significant effect between the two variables where the value of Sig. is (0.000). Accordingly, there's a significant effect of Exploitation of opportunities on Competitive Advantage in Jordanian Commercial Banks.

6. Conclusions

The results of the analysis of the study data indicated that there is a positive effect of Organizational Ambidexterity with its dimensions (Exploration of opportunities, Exploitation of opportunities) on Competitive Advantage in Jordanian Commercial Banks where the levels of Organizational Ambidexterity and Competitive Advantage were high.

In order to achieve organisational prowess in Jordanian commercial banks, this highlights the significance of competitive advantage, which is represented by attention to and understanding of current events, internal and external experiences, discovering and exploiting chances, and avoiding the consequences of dangers. This enables Jordanian commercial banks to improve their exploitation and exploration strategies by utilising all of the knowledge and expertise that both customers and employees have to offer. This can be done by turning on systems that promote brainstorming, workshops, and discussion sessions, as well as by rewarding people for their creative ideas with both material and ethical rewards.

The results of the analysis of the study data indicated that there is a significant impact of the Exploitation of opportunities on Competitive Advantage in the Jordanian



commercial banks. In addition to the significant impact of the Exploration of opportunities on Competitive Advantage in Jordanian commercial banks. This highlights the role that the Competitive Advantage plays in deepening the banks' experience through bettering quality and operations, providing cost and time, and improving and developing current banking services in order to maintain the current market share through better utilization of available resources to improve exploitation. It also highlights the significance of the Competitive Advantage in the research and development operations of Jordanian commercial banks that add value over time by enhancing competitiveness.

7. Recommendations

Based on the previously mentioned results, it is possible to draw the conclusion that Jordanian commercial banks can improve their exploitation and exploration strategies by utilizing all the knowledge and expertise that both staff and clients have to offer. This can be done by turning on systems that promote brainstorming, workshops, and discussion sessions, as well as by offering material and ethical rewards to those who generate original, creative ideas. Additionally, by employing information systems to assist strategic decisions, it may create plans and strategies that deal expertly with strategic vigilance.

According to the results, banks should concentrate on what makes them stand out from the competition as this would provide them a real opportunity to learn what clients and competitors think of their products. A high emphasis on differentiation helps provide accurate and complete knowledge about product development when businesses employ products at the right time. Jordan's commercial banks must focus on providing competitive support, which allows businesses to adjust their plans in response to shifts in competitors' strategies and market dominance. According to the report, businesses should form committees and teams that concentrate on obtaining a competitive edge and provide them all the resources they require to meet organizational goals.

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