

The Relationship Between Managerial Competencies And Competitive Priorities In The Telecommunications Organizations In Jordan

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Article Info	Abstract
<p>Article History</p> <p>Received: July 03, 2021</p> <p>Accepted: February 05, 2022</p> <hr/> <p>Keywords : Managerial Competency, Leadership Competency, Strategic Thinking Competency , Competitive Priorities</p> <p>DOI: 10.5281/zenodo.5984651</p>	<p><i>This research aimed to extend previous research and to expand the knowledge about managerial competencies and competitive priorities in Jordan in the telecommunication sector, in order to provide businesses telecommunication organizations in Jordan with the most suitable recommendations to improve their competition in the market placespecially in COVID19 pandemic. In more details, the study aimed to determine the relationship between the managerial competences (Leadership and strategic thinking)and competitive priorities (Quality and flexibility) and to clarify the most variables functionally related the competitive priorities,to in order to achieve competitive priorities in the Jordan telecommunication sector-organizations. To achieve our study objectives we have connected280 employees from the middle- manager were selected in the Jordan telecommunication sector through questionnaire. andSPSS was used to analyze the data through the theoretical framework. Results showed that, there is a correlation and a strong relationship exists between managerial competencies & competitive priorities r- value 0.63. The results also showed that leadership competency has a strong relationship with quality while strategic thinking competency has a strong relationship with flexibility followed by leadership competency. Also the recommendations were developed to serve the sector based on the obtained results.</i></p>

Introduction

All business organizations are currently facing rapid developments in all business areas, whether in the economical, industrial, technological, or the telecommunications aspect. These changes impose an impact that will ultimately be reflected on the organizations' strategies and path. As known that organizations are working on creating a place in the market, they try hard to align their strategies towards competitiveness. This would help organizations to respond quickly as well as to increase market share. Competitive priorities trends can play an important role in this place of progressing and prosperity. By providing a place for those organizations who are seeking for successes, challenges, and sustainability

Furthermore, nowadays, businesses area is facing high demands from different types of customers due to the openness globalization. Indeed, this leads organizations to obtain critical business philosophy to keep on in thisdynamic environment. And thus, studies have become more interested in competitive priorities . It was found that managerial competencies is one of the aspect of processing for enhancing business, where competitiveness exists between many managerial aspects. However, this process involves a huge effort by organizations to take on the competition in the business market, which leads the study aims to answer: is there a relationship between managerial competencies and competitive priorities?

Research Problem

Over the past years, the telecommunication sector in Jordan has witnessed significant transition from the point of traditional technology services to the point of the fourth Industrial revolution. Outstanding Jordanian leadership organizations have achieved main role in attracting investments in millions of dinars. From the other hand, recently, the business world has changed dramatically, due to the transformations, and these transformations have forced business organizations to change how they approach their and adopt new system to process. Success is no longer the only goal of any ambitious organization, but excellence is the most important aspect to beat the competition. As a result of the advanced infrastructure reached by the Telecommunication sector in Jordan, the increasing expansion of internet and the integration towards the Fourth Industrial Revolution, it was announced that the first ministry of leadership and digital economy in Jordan was established. This step indicates the importance of the digital transformation and the development of the Jordanian Telecommunication organizations sector under entrepreneurial environment, which has become a dozens of leading organizations whose services and products are based on technology.

This situation placed Telecommunication organizations in Jordan under pressure to control at least the fluctuation of growing customer demand and the competition in the marketplace. Accordingly, it is better for this sector to study and focus on the managerial aspects under the aspects of competencies to achieve competitive priorities (Al-dalameh et al., 2018; Masa'deh et al., 2018). Moreover, the demand for the provided services by the telecommunication sector - organizations in Jordan has increased rapidly during recent years and specially in COVID19 issue. we can refer this to the changes in the community lifestyle. by that we can notice that the demand has been affected by the associated business operations along with employees, capital, and resource flexibility (Abualoush et al., 2018a, 2018b).

Research Objectives

The research aimed to examine the relationship between the managerial competences and competitive priorities. Since competitive priorities is more connected with abilities of managerial skills Robaaiy (2020). Also the study aimed to extend previous research and to expand the knowledge about managerial competencies and competitive priorities in Jordan in the telecommunication sector, in order to provide business telecommunication organizations in Jordan with the most suitable recommendations to improve their competition in the market place. Besides, the researcher aims to clarify how practices of managerial competencies can be applied in order to achieve competitive priorities in the Jordan telecommunication sector-organizations.

Managerial Competencies

McClelland argued that the best factors to predict an outstanding performance were underlying personal characteristics which called competencies. Competencies have the ability to evaluate an employee ability that relates to his/ her performance in a specific position. Also competencies model contain a set of knowledge, skills, abilities that are highly needed within any organization to reach excellent and the required results. Organizations need to achieve and maintain competitive advantages by cultivate high-performance especially towards managers for continuous development and improvement. And managerial competencies refer to the necessary capacities that organizations set such as skills and abilities and knowledge (HsienYuetaal., 2020). Leadership competency as a composite of skills, knowledge and abilities required to perform effectively. While some researcher found that leadership competency is better in the difficult and hard situation that needs a quick response (Hawi et al., 2015). Strategic thinking competency is important to address a specific type of organizational problem. Problems can be seen in the shifting that an organization witness when it needs to do some changes on its products to achieve best achieve organizational growth and ensure long-term viability .In sum, available theoretical and empirical evidence suggests that leadership competencies change during development initiatives. Extending these findings, we propose that leadership competencies will develop at different rates that can mostly be involved and seen in competitive priorities. Leadership as competences will be quicker to acquire social competencies that rely on knowledge structures. While problem solving and system competencies are rely on complex integrated knowledge/ structures (Kragt& Day, 2020). Thus, employees' competence aspects should not be neglected. Regarding the high importance of achieving an organization success and goals in the market high attention should be paid to this field in new product development. And thus, according to the above studies about Competitive Priorities and its dimensions we can relate these dimensions with the managerial competencies in order to create a frame work that includes this relation.

- 1- Leadership competency is an adoptable behavior that can be changed and moves according to the situation.
- 2- Strategic thinking is a competency that mostly goes with development and changes in order to improve performance. Strategic practices was seen an indicators of a sustainable competitive advantage as well enhancing the development (Emeagwal&Ogbonmwan 2018) .This competency has unique skills and abilities to predict what might happen in the future, it was seen that the relationship between human capital and strategic planning mediated by strategic thinking has an important impact for managers in SMEs. Where, strategic thinking requires creativity besides to the foresight and insight. This competency requiring research and analysis and plans to how an organization will move, but, there still confusion over the definition between concepts of strategic planning and strategic thinking (AlQershi,2021).
- 3- Customer focus, as competitive priorities focusing in shifting all its attention towards achieving customer needs. The concept of customer competency contains several dimensions such as: e-trust, quality, customer support, application design, and risk in purchasing products. There are three dimensions of competency: the application design and reasonable price and user-generated content (UGC). these aspects could impact significantly the decision making performance of an organization (Gupta et al., 2020)

Competitive Priorities

Today, business environment and organizations in the markets are getting more complicated, and driven by competitive advantage. Means, strong competitions are going through globalization, due to the market economy which is characterized by the removal of customs restrictions. This in fact, led organizations and institutions to face a hard competition to stay at least in the business environment. However, the precedence of

competitive advantage it could serve organizations in the markets as a bumper to meet the challenges of competitors.

(Bouranta&Psomas 2017;Robaaiy 2020) Proposed competitive priorities model which has several latent constructs: quality, delivery, cost, innovation, and customer focus. As for the 1- **cost**, there are several aspects that an organization could apply in order to reduce cost and gain competition in the market such as; improve the quality control, improve the products that can meet customers' needs and wants, and developing employees' skills and abilities through training. 2- **Quality** is the key to achieve profit and it has a great importance towards customer. As well as, great quality can lead to a great organization reputation. 3- **Flexibility** is one of the dimensions of competitive priorities. And it is one of the fundamental success dimensions for an organization. It has a strategic point that can be seen by the ability of an organization to provide variety and developed products and services to meet customers. It also goes with the rapid change of the recent products to produce new lines. Competitive advantage in the electrical industry needs to focus on the main four aspects of competitive advantage that is in: efficiency, quality, innovation, and accountability for new product development (Hosseini et al., 2018). Ward, et al., 1998 showed competitive priorities hold the dimensions of low cost, flexibility and quality. The presence of the three competitive priorities' factors in the services sector in India, were seen important towards competitive priority. By that, there are several dimensions of competitive priorities were determined in the literature. Flexibility is the ability of an organization to be able to adapt to changing, such as the uncertainty of business environment, customer wants. Furthermore, flexibility has another two factors: 1- the responding to the market needs in time and to adjusting the production part to meet the shift in demands. 2- An organization ability to customize its product services for customer preferences. It could also has modification, change over, and product mix, re-routing, material and sequencing. It is the ability of an organization to respond to environmental changes properly, alter the nature of service to meet customer requirement. Therefore, flexibility is the response to the changing in market needs and organizations must have a better understanding of these needs or demands Naqshbandi,2018. Alomari, 2020 developed an academic framework for competitive priorities contains, system perspective, thinking in time and showed this concept is a single learn loop answering the questions of what and why ,and still researched.

Managerial Competencies and Competitive Priorities

The emergence of the concept of competitive precedence was related to Chanberlin (1939). From the other hand selznick (1959) linked precedence with ability. While ability concept is a concept that is attributed to competences, and this concept hold a lot of distinctive skills and abilities. According to El Hawi, et al., 2015, defined competences as core value and underlying characteristics that a person could possess to achieve an outstanding performance. The concept of competitive precedence has been developed (Hofer, 1980) described it as a distinctive position developed by the companies to overcome competitors through the optimal use of resources in a unique and distinctive way, and then M.Porter (1985) formulated a conceptual formulation of competitive precedence. By that, the qualities and characteristics possessed by the institution without others, which give uniqueness features to an organization over the rest of the competitors, and earns customers or consumers to buy the company's product of are attributed to the concept competitive precedence. By that if an organization tend to compete in the local and international market and to remain in the lead, and to continue with success, it must be capable of developing a continuous flow of competitive priorities. From the other hand, where competitive priorities has been seen as a strategic capabilities that helps firms to create, develop and maintain prosperity. The concept of competitive priorities was defined as the aspects that an organization system must have to support the demands of the markets (Awwad et al., 2013).

Competitive priorities contain man four factors based under:

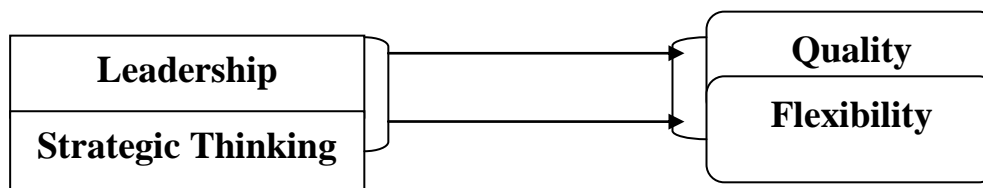
- Cost: it is the ability to effectively manage cost production.

Flexibility: This aspect represents the ability of an organization to deploy resources in response to changes. This aspect includes the adjustment to design, some changes on the planning area, and product variety.

- Customer focus: This term is showing on how to fulfill customers' needs. such as after-sale services, product support, customer information and dependable promise.

- Quality :is important because this aspect engenders a strong place for an organization in the market by providing products that meet or exceed customer expectations , it is the way of how to set different perspectives .From the above explanation both competitive priorities and competences are moving towards abilities, as both concepts pour on distinctiveness. So what if an organization used their resources acted by human capitals' abilities to achieve competitive priorities under the ability area. Adebajo et al., 2020 has founds a significant positive and mediating relationship between the competitive priority, employee management and, quality performance, production flexibility. Even so, such significant relationships did not exist with competitive priorities of customer focus aspect. This indicates that organizations are facing the problem of determining which competitive priorities aspect to focus on. And that's why our study tried to examine some aspect of the competitive priorities aspects that could be affected by managerial competencies. We can understand that competitive priorities have different results based on how employees are managed and developed.

Framework of the Study (1)
Managerial Competences Competitive Priorities



Research Methodology

It is a quantitative and descriptive research. We have applied the descriptive and the analytical analysis through our sample by gathering data and analyzing the variables that were identified through the theoretical framework. We used using mean, standard deviation and the frequencies to measure the relationship between Competences (leadership, strategic thinking, and customer focus) and competitive Priorities (Quality and flexibility). And thus, the study examined the relationship between Competences and competitive Priorities in the telecommunication organizations in Jordan. Based on this, we proposed hypotheses for the empirical investigation.

The research aims to examine the relationship between Managerial competences and competitive Priorities in the Jordanian telecommunications organizations. Our sample is a purposive random sample that meant to reach middle managers in the telecommunications organizations. The researcher has edited the questionnaires to ensure the consistency of the questions. They were sent to the study sample – middle managers. The research provided the online questionnaire to 400 middle managers as in table (1) working in telecommunication organizations in Jordan. The researcher collected data from 280 managers.

Target Population and Sampling Techniques

The study population is the middle managers who are employed in the telecommunication organizations in Jordan. Those managers are dealing with the top management and there were 400 of them. We chose the telecommunications organizations in Jordan because it deals with an increasing number of trends that lead to demand for its services. As, they deal with a flexible manner as well as efficient moves to utilizing potential and opportunities in the market. From the other hand, we have chosen managers because they are dealing with top management and they can transfer their management thinking, furthermore, managerial competency is a model structure that lists competencies needed for the managerial level in specific for managers position.

Table 1. Collected Questionnaire

Name of the Organization	Distributed Questionnaire	Returned Questionnaire	Rate
ZAIN	100	50	50%
ORANGE	150	110	73%
UNMNIEH	150	120	83%
Total	400	280	70%

- 1- Age: respondents from our research sample (52.5%) – were from 30-40
- 2- Gender variable: males with a percentage of 55%. And 45% were females.
- 3- Education level: 55% of our study sample held a bachelor's degree.
- 4- Work duration with the top management: 47.% answered that they had worked for them from 5-7 years.

From the above classifications, the researcher can describe the sample of the study and show that managers who are at the managerial level – middle management- are aged between 30-40 and most of them hold bachelor degrees with 5–7 years of work experience with the top management.

The Hypothesis of the Research

1 - (H0): There is no statistical positive relationship at the confidence level of ($\alpha < .05$) that exists between Managerial competences in all its aspects (leadership, strategic thinking,) in relation to competitive priorities in all its aspects (Quality and flexibility).

The function is to test Managerial competences in all its aspects (leadership, strategic thinking, and customer satisfaction) in relation to competitive priorities in all its aspects (Quality and flexibility). which is CA. = 1.817 + 0.257 (leadership competency) + 0.296 (strategic thinking competency).

Table (2). Model Summary for Managerial competences and Competitive priorities

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.630 ^a	.397	.394	.68746

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	117.422	2	58.711	124.228	.000 ^b
	Residual	178.172	377	.473		
	Total	295.594	379			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.817	.130		13.987	.000
1	Leadership	.257	.060	.310	4.262	.000
	Strategicthinking	.296	.062	.348	4.790	.000

This hypothesis in the table (2) was tested using multiple regression analysis with the r-value of 0.63, which reflects a high correlation between the variables. Again, with 124.228 as the value of F at 0.05 significant at (0.05), it is confirmed that there is a statistically positive relationship at the confidence level of ($\alpha < .05$) between managerial competencies in all aspects (leadership strategic thinking) and competitive priorities in all aspects (Quality and flexibility).

2- (H1): There is no statistical positive relationship at the confidence level of ($\alpha < .05$) between Managerial competencies in all aspects (leadership and strategic thinking) and quality.

The function is to test Managerial competencies (leadership and strategic thinking) towards competitive advantage (quality), which can be shown as CA. =2.144+0.261 (leadership) + 0.214 (strategic thinking).

Table (3). Model Summary for Managerial competencies and Quality

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.541 ^a	.293	.289	.74724

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	87.115	2	43.557	78.009	.000 ^b
	Residual	210.504	377	.558		
	Total	297.619	379			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	2.144	.141		15.185	.000
1	Leadership	.261	.065	.314	3.993	.000
	strategicthinking	.214	.067	.250	3.177	.002

a. Dependent Variable: quality

This hypothesis in the table (3) was tested using multiple regression analyses with the r-value of 0.541 which reflects the medium correlation between the variables. Again, with 78.009 as the value of F at 0.05 significance at (0.05), it is confirmed that there is a statistically positive relationship at the confidence level of ($\alpha < .05$) that exists between managerial competencies in all aspects (leadership and strategic thinking) and quality.

3- (H2): There is no statistical positive relationship at the confidence level of ($\alpha < .05$) between Managerial Competencies in all aspects (leadership and strategic thinking) and flexibility.

The function is to test Managerial competencies in all aspects (leadership and strategic thinking)in relation to competitive advantage (flexibility) which can be written as CA.=1.490 +0.252 (leadership) + 0.379 (strategic thinking).

Table 4. Model Summary for Managerial Competencies and Flexibility

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660 ^a	.436	.433	.72428

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	152.783	2	76.392	145.625	.000 ^b

Residual	197.766	377	.525
Total	350.549	379	

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	1.490	.137		10.885	.000
1	Leadership	.252	.063	.279	3.971	.000
	Strategic thinking	.379	.065	.409	5.816	.000

This hypothesis in the table (4) was tested using multiple regression analyses with the r-value of 0.66 which reflects a high correlation between the variables. Again, with 145.625 as the value of F at 0.05 significance at (0.05), it is confirmed that there is a statistically positive relationship at the confidence level of ($\alpha < .05$) that exists between managerial competencies in all aspects (leadership and strategic thinking) and Flexibility.

4- (H1a): There is no statistical positive relationship at the confidence level of ($\alpha < .05$) between leadership competency and Quality.

The function is to test total Managerial (leadership competency) in relation to competitive advantage (quality), which can be shown as CA. =2.286 +0.435 (leadership competency).

Table 5. Model Summary for Leadership and Cost Leadership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.523 ^a	.274	.272	.75617

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	81.478	1	81.478	142.494	.000 ^b
1	Residual	216.141	378	.572		
	Total	297.619	379			

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	2.286	.136		16.862	.000
1	Leadership	.435	.036	.523	11.937	.000

a. Dependent Variable: Quality

Linear regression in the table (5) is used to test this hypothesis, and it is found that R (0.523) is the correlation of the independent variable and the dependent variable. Also, it is found that the F value of (142.494) is significant at (0.05) level. Thus, there is a statistically positive relationship at the confidence level of ($\alpha < .05$) between leadership competency and quality.

5- (H1b): There is no statistical positive relationship at the confidence level of ($\alpha < .05$) for strategic thinking towards quality.

The function is to test managerial competencies (strategic thinking) towards competitive advantage (quality), which can be written as CA.=2.277+0.438 (strategic thinking).

Table (6). Model Summary for Strategic thinking and quality

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.513 ^a	.263	.261	.76187

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	78.212	1	78.212	134.745	.000 ^b
1	Residual	219.407	378	.580		
	Total	297.619	379			

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	2.277	.140		16.279	.000
1	Strategic thinking	.438	.038	.513	11.608	.000

a. Dependent Variable: quality

Linear regression in the table (6) is used to test this hypothesis. It is found that R (0.513) is the correlation of the independent variable and the dependent variable. Also, it is found that the F value of (134.745) is significant at the (0.05) level. Thus, there is a statistically positive relationship at the confidence level of ($\alpha < .05$) between strategic thinking and quality.

6- (H2a) There is no statistical positive relationship at the confidence level of ($\alpha < .05$) between leadership competency and flexibility.

The function is to test total quality management (leadership competency) towards competitive priorities (flexibility), which can be shown as $CA = 1.741 + 0.560$ (Leadership competency)

Table 7. Model Summary for Leadership and Differentiation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.621 ^a	.385	.384	.75507		
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	135.040	1	135.040	236.857	.000 ^b
	Residual	215.510	378	.570		
	Total	350.549	379			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.741	.135		12.864	.000
	Leadership competency	.560	.036	.621	15.390	.000

a. Dependent Variable: flexibility

Linear regression is used to test this hypothesis (7) in table, and it is found that R (0.621) is the correlation of the independent variable and the dependent variable. Also, it is found that the F value of (236.857) is significant at (0.05) level. Thus, there is a statistically positive relationship at the confidence level of ($\alpha < .05$) between leadership competency and flexibility.

7- (H2b): There is no statistical positive relationship at the confidence level of ($\alpha < .05$) for strategic thinking towards flexibility.

The function is to test managerial competencies (strategic thinking) towards competitive priorities (flexibility), which is $CA = 1.618 + 0.595$ (strategic thinking).

Table 8. Model Summary for strategic thinking and flexibility

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.642 ^a	.412	.411	.73829		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	144.511	1	144.511	265.122	.000 ^b
	Residual	206.038	378	.545		
	Total	350.549	379			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.618	.136		11.937	.000
	strategic thinking	.595	.037	.642	16.283	.000

a. Dependent Variable: flexibility

Linear regression is used to test this hypothesis in table (8). It is found that R (0.642) is the correlation of the independent variable and the dependent variable. Also, it is found that the F value (265.122) is significant at (0.05) level. Thus, there is a statistically positive relationship at the confidence level of ($\alpha < .05$) between strategic thinking and flexibility.

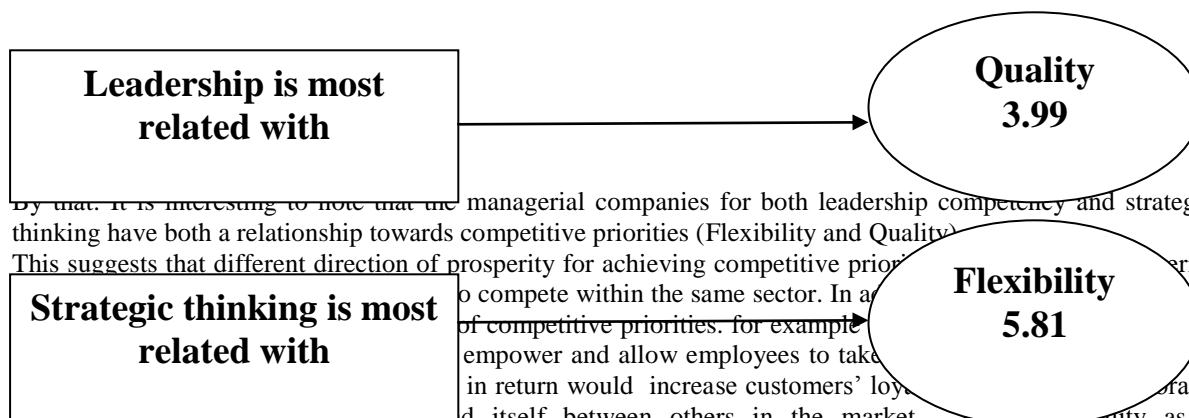
Conclusions and Implications

Managers need to focus on the types of managerial competencies to insure competitive priorities to facilitate the creation of managerial aspects for prosperity of an organization. The results of this research showed, as hypothesized, that a strong relationship exists between Managerial competencies & competitive priorities r-value 0.63. And this reflects high correlation between the variables. In our research managers, need to consider

leadership competency when planning for quality in an organization, since quality has been seen positively affected by leadership followed by strategic thinking. Also it was seen that flexibility affected by managerial competencies and mostly effected by strategic thinking then leadership competency.

Results can be shortened as in the form (2) bellow:

Form (2):



by that. It is interesting to note that the managerial companies for both leadership competency and strategic thinking have both a relationship towards competitive priorities (Flexibility and Quality). This suggests that different direction of prosperity for achieving competitive priority. In order to compete within the same sector. In an organization, it is important to have a clear direction of competitive priorities. For example, if an organization focuses on flexibility, it may empower and allow employees to take decisions, which in return would increase customers' loyalty and help the organization stand itself between others in the market. Flexibility as a multidimensional construct acts as an aspect represents the ability of an organization to deploy resources in response to changes. Managers should focus on enhancing and developing strategic thinking competency in any manufacturing or service organization when managing managerial competencies in response to changes related to market needs and customer expectations. Moreover, flexibility aspect gives an organization the ability to handle variations in customer needs and wants by introducing new parts or new products by re deploy the resources. And thus, it may be resulted that Managerial competencies (Leadership and Strategic thinking) are correlated with competitive priority and that such competencies play a major role in creating, and developing the competitive priorities in an organization.

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