



The influence of competitive intelligence on sustainable competitive advantage in Jordanian telecommunications companies: Mediating Role information sharing

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ABSTRACT This study investigates the influence of competitive intelligence (CI) on sustainable competitive advantage (SCA) in Jordanian telecommunications companies, with a specific focus on the mediating role of information sharing (IS). A sample of approximately 200 participants, comprising individuals knowledgeable about or involved in CI practices within their organizations, is targeted for this research. Stratified random sampling, complemented by convenience sampling methods, ensures representative participation from various departments and hierarchical levels within telecommunications firms. Data is collected through structured questionnaires, employing validated scales to measure CI practices, IS behaviors, and SCA. The data analysis was carried out using Partial Least Squares Structural Equation Modelling (PLS-SEM), which can be used to investigate the direct and indirect effects. The results show a weak direct effect of CI on SCA and a strong and highly significant direct effect of CI on IS. In addition, IS has a significant positive effect on SCA. The mediation analysis indicates that IS fully mediates CI-SCA relationship, indicating how important information sharing is for the transformation of CI into sustainable competitive advantage in Jordanian telecommunication companies. These findings enhance our knowledge about the intricate relationships between CI, IS and SCA hence giving managers practical ideas on how to improve their competitiveness in the telecommunications industry.

KEYWORDS: Competitive Intelligence, Information Sharing, Jordanian Telecommunications Companies, PLS-SEM, Sustainable Competitive Advantage

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INTRODUCTION

Interconnected forms of knowledge-based and network-based organisations have emerged to cope with today's complex, ambiguous and changing environment with its fluid boundaries (Corbett & Spinello, 2020). The advantage of being a market leader is rapidly disappearing today as organisations find themselves in a highly competitive environment. To remain competitive in this environment, companies need to continuously monitor the business landscape, gather relevant cross-company data, and act skillfully to exploit opportunities and mitigate threats to outperform their competitors. In Jordan's dynamic telecoms sector, technologies are evolving rapidly, customer preferences happen to be dynamic, and competition between companies to maintain a sustainable competitive advantage is fierce. Over the last years, the Jordanian telecommunications industry has undergone radical changes, catching up with the digital transformation and connectivity trends worldwide (Ziakos & Vlachopoulou, 2023). In the drive of telco companies to maintain and extend the market share, competitive intelligence becomes an imperative dimension. Competitive intelligence is about locating, combining and organizing information about competitors, consumer behavior and the market in general for strategic purposes. A critical objective of businesses on the verge of long-term viability and success is to gain sustainable competitive advantage which is attained by the help of unique resources, capabilities and/or strategic positions unachievable to the competitors. Establishing competitive intelligence as the key factor that will stimulate the development of sustainable competitive advantage requires an in-depth understanding of the intricacies of the relationship by the Jordanian telecom firms (Dymitrowski & Mickiewicz, 2021). An additional level of complexity lies with information sharing process, which involves sharing information with other organizational levels to create a teamwork based and more informed decision-making culture. Despite the sector becoming a base

for the country's economic improvement, leading growth and innovation (Mansour et al., 2003) the telecommunications industry continues to face significant challenges. The Jordan telecommunications sector has seen the exceptional development while its dynamic and interesting landscape is made up of established incumbents and agile newcomers. However, this diversity requires businesses to constantly make changes in relation to technological shifts, customer preferences which keep changing, and changing regulatory frameworks (Alom & Mourdi, 2023). It is at this highly complex system that the screw of competitive intelligence starts to show. Jordan's telecom industry has witnessed tremendous growth, which is mainly driven by the increase in connectivity rate, rise in smartphone penetration, and evolution of digital platforms. Telecom companies in the attempt to maintain the advantage, find themselves lagging behind and are in the race of remaining ahead of the technology curve. Existing market leaders who have their standing and distribution channels are faced with the dilemma of not only being ahead in the race but also mitigating the threat posed by the new players in the market. Fast and precise competitive intelligence is a crucial strategy tool (Wong, 2038), allowing firms to extract trends from markets, foresee the growth of the industry, and understand the tactics of their rivals (Sudirjo, 2023). Based on the gathered data regarding strategies of competitors, technological innovations, and the customer feedback, telecom companies are able to make decisions that are well-aligned to their target audience's changing needs (Lebana-Cabanillas & Blanco-Encomienda, 2024). CI becomes a pillar of orientation, steering companies through the maze of telecom and making decisions which are in line with the surrounding environment. In addition, the continuous transformation of the sector in digital space requires adaptability and responsiveness - CI serves as the foresight to react to technological changes and not lag behind on innovation (Wang et al., 2022). Awareness of the competitive landscape contributes to a partnership drive, investment and emergence of new market opportunities,

which lead to continuous improvement and growth. Against the backdrop of a regulatory environment under permanent transformation (Bag et al., 2023), CI is an imperative. Companies are advised to monitor new legal and regulatory developments that could be of both direct and indirect operational impacts and proactively adopt regulatory intelligence to properly negotiate the complexities and mitigate risks while at the same time identifying new opportunities that may arise due to changes in the regulatory environment. Accordingly, this paper is set to reveal the complex internal relations between competitive intelligence, information sharing, and sustainable competitive advantage of Jordan's telecommunication Industry.

LITERATURE REVIEW

Competitive intelligence

Obtaining a detailed picture of the various factors that play a decisive role in a company's business activities is known as competitive intelligence (Madureira, et al., 2021). Since environmental specifics and the business niche change frequently and compete with similar environmental conditions, many approaches to the concept have been developed in the literature (Ranjan and Foropon, 2021). The following are examples of some of these explanations: According to Cavallo, et al., (2021), competitive intelligence is the practice of gathering information about one's competitors and the competitive environment. This knowledge is then used for performance improvement planning and decision-making. Competitive intelligence is defined as the process of enhancing planning and decision making by acquiring knowledge from the industrial environment and rivals (Atkinson, et al., 2022; Wu, et al., 2023). Chinyavada, & Sewdass, (2023) centred on strategies for information gathering and acquisition to attain competitive intelligence, whereas Köseoglu, et al., (2021) offered identical definitions. According Khalid (2023), competitive intelligence has four major benefits for service-oriented businesses: differentiating the organisation, creating validity for the company, pre-selling concepts to target audiences, and preparing

an integrated marketing communication plan. Competitive intelligence or intelligent is a continuous integrated process (Kula, & Naktiyok, 2021), which involves a variety of actions, steps, and structures that require be implemented in a sequence (Shapira, 2021). The common stages of competitive intelligence process listed in various studies include focus and planning, collecting, analysis, communication, process and structure, organizational awareness, and culture.

Sustainable competitive advantage

Sustainable competitive advantage in Jordanian telecommunications companies is built upon several key pillars, reflecting the industry's dynamic nature and the evolving needs of consumers. Firstly, investment in cutting-edge technology and infrastructure is paramount. Companies that continuously upgrade their networks, deploy advanced technologies such as 5G, and enhance their service offerings position themselves ahead of competitors in terms of speed, reliability, and innovation (Jatniko, et al., 2021). Secondly, a relentless focus on customer experience is essential. Telecommunication companies in Jordan are required to adopt top-of-the-line services, individualized services and user-friendly networks in order to meet the expectations of tech-savvy customers. Through listening to the customers' feedback, preferences, and emerging trends, companies are able to build and nurture their relationships and brand loyalty (Shah, 2022). Steadily, thirdly, strategic partnerships and alliances are a critical factor in developing the sustainable competitive advantage. Collaboration with content providers, device manufacturers, ecosystem players allows telecom companies to provide added value services and possibly stand out in the market (Kahupi et al. 2021). Through increased synergies and complementary strengths, companies move closer to achieve their value proposition and broaden horizons. Notwithstanding that, brand and marketing strategies also matter as they influence consumer perception from marketing share (Mahdi, & Nassar, 2021). Strong brand identity and advertising of the unique selling point including the promotion that focuses on the audience in each respect aid telecom companies in a fierce

competition. A strong brand essence creates trust among customers and further consolidates the organization's position in the market (Bansiruy, et al, 2022). Finally, CSR and sustainability programs reflect positively and improve the reputation and credibility of telecommunication companies in Jordan. Companies that adopt the ESG principles illustrate that they are willing to make some contribution to the space, the society and to the environment (Wang.)et, 2021).

Information sharing

Information sharing is a crucial factor in telecommunication operations in Jordanian companies, which helps to bring together capabilities, making decisions, and improving innovation across several departments and functions (Abbas et al., 2022). This fact has not been lost to these businesses as they understand the cruciality of timeous collaboration and knowledge transfer in staying ahead of the market and serve the dynamic needs of customers promptly (Doetzer & Pilaum, 2021). That is, information sharing internally helps to achieve the coordination and cohesion of different groups such as teams and divisions within telecom companies. Communication is key in all aspects of operations, such as sales, marketing, technical support, and network operations; this means that the information provided must be communicated to all the stakeholders timely and transparently, keyed on strategies, objectives, performance metrics, and operational challenges (Wu et al., 2022). The alignment of the team makes them work coherently towards common goals and enables the execution of tasks effectively with the optimal use of resources as well as minimization of inefficiencies. Also, information sharing opens avenues for telecom firms to leverage on the collective cognitive ability of their staff members. Establishing communication channels for employees to provide inputs, capture best practices, and articulate lessons learnt enables companies to access an external repository of wisdom and grit (Kong et al., 2021). This enables a culture of learning and continuous improvement thus as well improving problem solving and decision-making. Internally, information sharing

promotes the development of the participating organizations, suppliers, partners, and regulatory authorities (Wang et al., 2021). Jordanian telecom companies, via involved communication channels, facilitate the purchasing of equipment from vendors, the negotiations of contracts and the delivery of products and services to the set deadlines. Just like that, keeping these bodies informed about the rules and regulations demands the organization to be open and to provide all data to them.

Previous Studies and Hypothesis Development

Competitive Intelligence and Sustainable Competitive Advantage

Many studies have dealt with the interlinkage between competitive intelligence (CI) initiatives and sustainable competitive advantage (SCA) across diverse industries. The study done by Li and Liang in 2017 discovered that the enterprises well utilizing CI methods are more prone to achieve the level of SCA by continuously sense the market dynamic, so that true their competitiveness. Futhermore, literature suggest CI play a role in increasing the efficiency of strategic choice due to the acquisition of deep understanding of market dynamics and competitive behavior (Camison-Zornumba et al., 2016). Furthermore, CI plays a profound role in identifying strategic threats/opportunities, taking advantage of organizational strengths while protecting against risks (Khan et al., 2018). On the basis of the acquired evidences, this study hypothesized:

H1: Competitive Intelligence and Sustainable Competitive Advantage have significant and positive relationship

Competitive Intelligence and Information Sharing

Research on the dynamics of competitive intelligence (CI) and information sharing has pointed out their interdependence and reciprocal nature. Studies of Gupta and Govindarajan (2018) and Von Krogh et al. (2012) evince that CI is highly dependent on information-sharing inside an organization which is built on effective mechanisms. Information sharing is the aggregation, the

analyzing, and the disclosure of intelligence about competitors, market trends, and of future threats, which enables the active participation of management team in the decision-making process, leading to success. Moreover, research has indicated that knowledge exchange brings into existence a collaborative culture which has a positive effect on organizational learning and innovation (Shen et al., 2016). By enabling cross-functional communication and collaboration, the company can harness the diverse competencies to convert intelligence information into tactical actions. (Singh et al., 2019). As a consequence, studies found that the sharing of information overcomes the internal limits via partnerships and alliances with the external stakeholders such as suppliers, customers, and industry associations (Li et al., 2017). Collaborative information sharing initiatives are helping companies collaborate in building intelligence which in turn will enable them understand the market dynamics and gain advantage over competitors. Based on this evidence, this study hypothesized that:

H2: Competitive Intelligence and Information Sharing have significant and positive relationship

Information Sharing and Sustainable Competitive Advantage

Extensive research from literature has identified information sharing as a strong precursor of gaining sustainable competitive advantage (SCA) in several sectors. A variety of studies such as Hu et al. (2018) and Liang et al. (2019) have underscored that information sharing is the best and critical pillar that drives organizational agility and enables an organization be able to respond to market dynamics and at the same time create opportunities. Besides, the research supports that information sharing enables collaboration and knowledge transfer among internal stakeholders, which results in organizational learning and innovation capacity (Mahnke et al., 2018). Shared information can be utilized by firms in such ways as increasing product development, systematizing operations and customer service delivery in order to improve competitive position (Lin et al., 2017). As collaboration efforts extend beyond the

organizational boundaries through partnerships and alliance relationships with the external stakeholders such as suppliers, customers, and industry associations. Joint information sharing allows access to actionable insights, deeper breadths of networks, and synergies which can be leveraged to gain the competitive advantage (Ritala et al., 2014). Based on this evidence, this study hypothesized that:

H3: Information Sharing and Sustainable Competitive Advantage have significant and positive relationship

Mediating Role information sharing.

The mediating role of information sharing has been widely examined in various organizational contexts by different studies, which shed light on the associated implications for important outcomes such as innovation, performance, and competitive advantage. For example, Lu et al. (2016) and Hsu et al. (2018) argue that organization elements including culture, structure and technology adoption act as agents of mediation between information sharing and innovation performance. In this way Chang et al. (2017) and Wang et al. (2019) have indicated its usefulness in fostering internal cooperation within the company by making it possible for employees to share their knowledge more effectively with one another thereby improving decision-making process and overall firms' performance. Thus, Li et al., (2018) and Wu et al., (2020), exhibited that in mediating inter-organizational relationships concerning supply chain performance or competitive advantage information sharing operates also as a mediator. This study thus hypothesized based on these findings that:

H4: Information Sharing mediate the effect of Competitive Intelligence on Sustainable Competitive Advantage

Based on the above evidences, this study developed the following research framework.

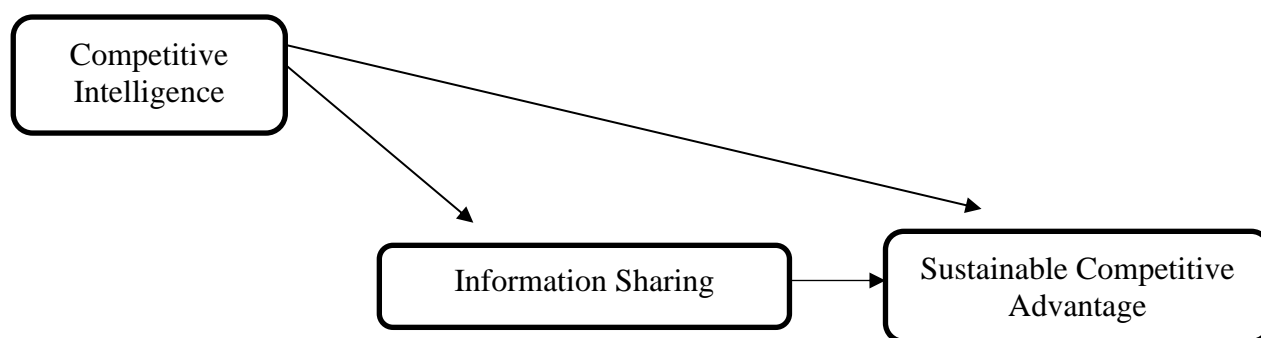


Figure 1 Research Framework

Research Methodology

This research aims to examine the influence of competitive intelligence (CI) on sustainable competitive advantage (SCA) in Jordanian telecommunications companies, with a focus on the mediating role of information sharing. The target population comprises employees working in various Jordanian telecommunications companies involved in roles related to competitive intelligence, strategy, marketing, and operations. The study focusses on individuals who possess knowledge or involvement in CI practices within their organizations. A sample size of approximately 200 participants will be targeted for this study. This sample size is deemed sufficient to achieve statistical power for PLS-SEM analysis, considering the complexity of the model, desired effect size, and potential dropout rate. Stratified random sampling utilized to ensure representation from different departments and hierarchical levels within telecommunications companies. Additionally, convenience sampling methods will be employed to facilitate access to willing participants. This combination of techniques will enhance the representativeness of the sample. Structured questionnaires completed by select individuals, were used in data collection. The questionnaire contains validated scales to measure variables connected to competitive intelligence practices, information sharing behaviors and sustainable competitive advantage. Pretesting is conducted on the questionnaire to enhance clarity, reliability and validity. Adopted and Altered Items. Competitive Intelligence (CI) sources of Competitive Intelligence are adapted from Li & Ling (3017), Gupta & Govindarajan (2018), CI Unliration Information Sharing adapted

from Von Krogh et al. (2012). This study adopts the model of Sustainable Competitive Advantage (SCA) developed by Camisón-Zornoza et al. (2016) and Chiang et al. (2018). Partial least squares structural equation modeling will be used to analyze the relationships between variables PLS-SEM is suitable for analyzing complex models with small sample sizes and enables examining direct and indirect effects. The analysis will evaluate the direct effect of CI on SCA as well as the mediating role played by information sharing. The ethical consideration should always be considered during research process; informed consent as well as confidentiality which should be observed by all researchers who carry out investigations if they want their studies to be obeying ethical considerations in a particular legal framework or field of study. Informed consent will be obtained from participants and this will ensure that they do not feel their privacy invaded with at any given circumstance. The right of withdrawal without cause shall not be denied anyone who wishes to withdraw from this project at any stage including those in its infancy stages

RESULTS

Measurement Model

Table 1 shows the factor loadings, which illustrate the power and direction of association between each item and its relevant latent construct (CI, IS, SCA) in the research model. The higher loadings indicate that there is a close relationship between the item and what is latent behind it (Huang, 2021). All items for Competitive Intelligence (CI) have high loading scores that fall within 0.771 – 0.890 range thereby indicating their significant contribution to measuring CI

construct. Apparently, these items reflect various dimensions of CI in Jordanian telecommunication companies selected. In the same way, there are Information Sharing (IS) loads all over from 0.750 to 0.801 denoting their relevance to assessing IS behaviors within the organization. Sustainable Competitive Advantage(SCA) most of its factors have heavy loads ranging from 0.752-0.841 meaning that a lot of them measure distinct facets of SCA.

Table 1 Factor Loading

Items	CI	IS	SCA
CI1	0.771		
CI2	0.856		
CI3	0.800		
CI4	0.857		
CI5	0.890		
CI6	0.871		
CI7	0.775		
IS1		0.746	
IS2		0.713	
IS3		0.718	
IS4		0.733	
IS5		0.744	
IS6		0.750	
IS7		0.730	
SCA2			0.785
SCA3			0.821
SCA4			0.793
SCA5			0.840
SCA6			0.841
SCA7			0.829
SCA1			0.752

Table 2 presents the reliability measures for the constructs in the research model: Competitive Intelligence (CI), Information Sharing (IS), and Sustainable Competitive Advantage (SCA). Reliability assesses the consistency and stability of the constructs. Cronbach's alpha (α) values above 0.7 are generally considered acceptable. In this study, CI demonstrates high reliability with a Cronbach's alpha of 0.926, indicating strong internal consistency among the CI items. IS exhibits good reliability with an alpha of 0.857, while SCA shows acceptable reliability with an alpha of 0.893. Composite

reliability (CR) evaluates the extent to which items within a construct measure the same underlying concept. Values above 0.7 denote satisfactory reliability. All constructs exceed this threshold, with CR for CI, IS, and SCA being 0.941, 0.891, and 0.947 respectively. Average variance extracted (AVE) assess the extent to which constructs demonstrate adequate convergent validity. In this study, CI and SCA show acceptable convergent validity, while IS falls slightly below the threshold, suggesting the items may not fully capture the IS construct (Fauzi, 2022).

Table 2. Reliability and Validity

Constructs	CA	CR (rho_a)	CR (rho_c)	AVE
CI	0.926	0.927	0.94	0.693
IS	0.857	0.858	0.891	0.538
SCA	0.893	0.898	0.917	0.614

Table 3 presents the results of discriminant validity analysis for the constructs in the research model: Competitive Intelligence (CI), Information Sharing (IS), and Sustainable Competitive Advantage (SCA). The Heterotrait-Monotrait (HTMT) ratio assesses the extent to which constructs are more strongly correlated with their own items (monotrait) compared to items from other constructs (heterotrait). Generally, HTMT values below 0.85 indicate discriminant validity. In Table 3, all HTMT ratios fall below the threshold, indicating satisfactory discriminant validity between the constructs. The Fornell-Lacker criterion compares the square root of the AVE of each construct with the correlations between that construct and other constructs. A construct's AVE should be higher than its correlations with other constructs to demonstrate discriminant validity. In Table 3, the diagonal values represent the square roots of the AVE for each construct, while the off-diagonal values represent the correlations between constructs. All diagonal values are higher than the corresponding off-diagonal values, confirming discriminant validity. Generally, Table 3 demonstrates satisfactory discriminant validity among the constructs, indicating that each construct is distinct and measures a unique aspect of the research model (Gotthardt, & Mezhyuev, 2022). These results support the validity of the

measurement model in assessing the relationships between CI, IS, and SCA in Jordanian telecommunications companies.

Table 3. Discriminant Validity

Constructs	Heterotrait-Monotrait Ratio			Fornell Lacker Criterion		
	CI	IS	SCA	CI	IS	SCA
CI				0.833		
IS	0.847			0.768	0.733	
SCA	0.721	0.886		0.654	0.77	0.783

Structural Results and Discussion

Table 4 and Figure 2 presents the regression results and mediation analysis for the relationships between Competitive Intelligence (CI), Information Sharing (IS), and Sustainable Competitive Advantage (SCA) in Jordanian telecommunications companies. The analysis reveals that the relationship between Competitive Intelligence (CI) and Sustainable Competitive Advantage (SCA) is positive but weak, as indicated by the beta coefficient of 0.151. However, the p-value of 0.116 suggests that this relationship is not statistically significant at the conventional significance level of 0.05. Therefore, the hypothesis proposing a direct influence of CI on SCA is not supported by the data. This result implies that while CI may have some impact on SCA, it is not substantial enough to be considered statistically significant. Other factors not accounted for in the model may be influencing the relationship between CI and SCA, or the effect of CI on SCA may be mediated by other variables not included in the analysis. Thus, while CI remains an important aspect of strategic decision-making and competitive positioning within telecommunications companies, its direct contribution to SCA in this context appears to be limited. Further research may be needed to explore additional factors or potential mediators that could explain the relationship between CI and SCA more comprehensively.

The analysis demonstrates a significant and robust relationship between Competitive Intelligence (CI) and Information Sing (IS) within Jordanian telecommunications companies. The strong beta coefficient of 0.768, coupled with a p-value of 0.000, indicates substantial support for the hypothesis proposing that CI positively

influences IS. The findings indicate that investment in CT activities by firms is more likely to create a culture of information-sharing among employees. Furthermore, CI acts as a driver for gathering important insights and intelligence about rivals and market conditions through good practices of sharing information across the organization. The study's results stress how critical C is for supporting cooperation, knowledge transfer, and decision-making within telecom companies. Information sharing improves. Thereby, CT helps integrate competitive insights better leading possibly to enhanced strategic stance vis-à-vis the erratic telecommunications sector present in Jordan.

The analysis shows an inverse relationship between Information Sharing En and Sustainable Competitive Advantage (SCA) among Jordanian Telcoms industries that is significant at 1% level. In addition, beta value coefficient equals to 0.654 with p-value of 0.000 showed strong evidence to support the hypothesis suggesting that IS has positive effect on SCA. This result implies that companies with a culture of effective information sharing among employees are more likely to achieve sustainable competitive advantage. By sharing knowledge, insights, and resources across departments and hierarchies, organizations can enhance decision-making, innovation, and adaptability, ultimately strengthening their competitive position in the market. The findings underscore the importance of fostering an environment conducive to information sharing within telecommunications companies. Encouraging collaboration, transparency, and open communication channels can facilitate the dissemination of valuable insights and promote organizational

learning, thereby enhancing the ability of companies to capitalize on opportunities and navigate challenges in the dynamic business landscape of Jordan's telecommunications industry.

The mediation analysis highlights the indirect influence of Comparative Intelligence (CI) on Sustainable Competitive Advantage (SCA) through Information Sharing (IS) within Jordanian telecommunications companies. The calculated indirect effect coefficient of 0.503, coupled with a significant p-value of 0.000, underscores the robust statistical significance of this indirect relationship. This result suggests that while CI may not directly lead to SCA, a substantial portion of its impact on SCA is mediated by the extent

of information sharing procured within organizations. In other words, the insights and intelligence gathered through CI activities are more effectively translated into sustainable competitive advantage when they are shared and utilized across the organization through effective information sharing mechanisms. The findings underscore the critical role of information sharing as a mediating factor in the relationship between CI and SCA. By facilitating the dissemination of knowledge, fostering collaboration, and enhancing decision-making processes, information sharing acts as a conduit through which the benefits of CI are realized, ultimately contributing to the competitive success of telecommunications companies in Jordan.

Table 4. Regression Results

Path Analysis	Beta	STDEV	T statistics	P-values	Decision
CI -> SCA	0.151	0.096	1.574	0.116	Not supported
CI -> IS	0.768	0.03	25.669	0.000	Supported
IS -> SCA	0.654	0.084	7.747	0.000	Supported
Mediation Result using Indirect Effect					
CI -> SCA	0.503	0.07	7.131	0.000	Supported

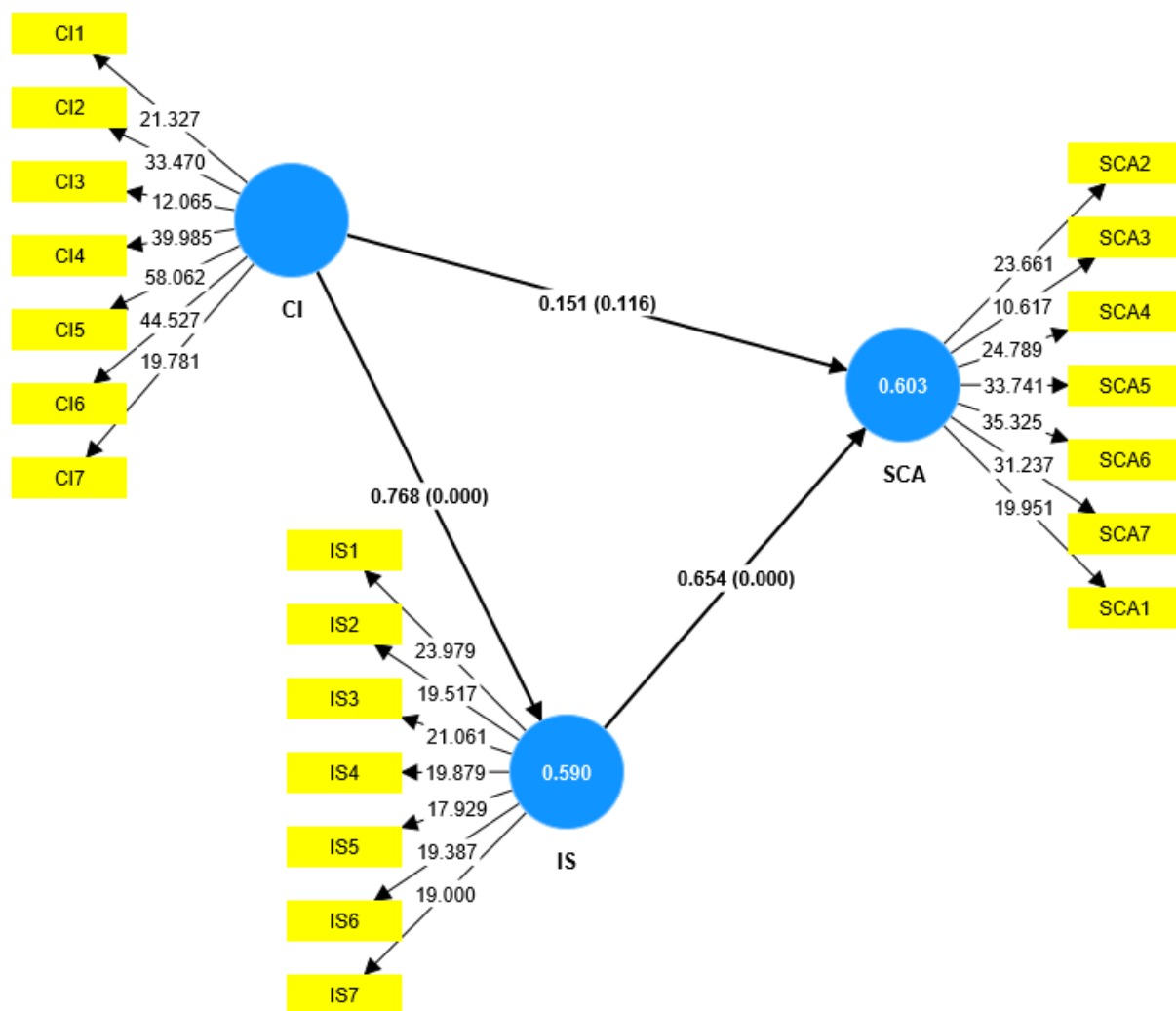


Figure 2. Graphical Result

Implications of the Study

This research found that CI might not be a direct path to SCA in Jordanian telecommunications industry but is a significant IS influencer. This matches with theoretical frameworks that emphasize on information sharing as a mediating factor between CI and SCA. The report demonstrates the complex interrelationships among CI, IS and SCA which require a holistic understanding of how competitive advantages are achieved. It is therefore important for managers in Jordanian telecommunication companies to establish mechanisms for sharing information so as to promote sustainable competitive advantage (SCA) by turning CT into SCA. While there is great importance in investing in CI activities, equal emphasis should also be laid on facilitating effective information exchange within the organization. By doing this manager can encourage collaboration

through incentives which will enhance knowledge transfer thus affecting decision-making processes that contribute to maintaining competitive advantage in the industry. Thus, these results would be helpful tools for management and practitioners working within such organizations as telecommunication companies located within Jordan's jurisdiction. Such outcomes justify the significance of integrating CI and IS practices into strategic decision making process Telecommunications firms should allocate funds towards platforms and systems that promote knowledge exchange and teamwork among staff. Additionally, training programs and workshops can be organized to educate employees on the importance of CT and IS and how they contribute to achieving sustainable competitive advantage. By implementing these practical recommendations, companies

can better leverage their resources and capabilities to thrive in the competitive telecommunications landscape of Jordan.

Conclusion, Limitations and Recommendations for Future Studies

The study provides valuable insights into the relationship between Competitive Intelligence (CI), Information Sharing (IS), and Sustainable Competitive Advantage (SCA) in Jordanian telecommunications companies. While the direct impact of CI on SCA was found to be weak and statistically insignificant, the results highlight the crucial role of IS as a mediator in this relationship, Information sharing positively influences both CI and SCA, with a significant portion of the effect of CI on SCA being mediated by IS. These findings highlight the importance of fostering a collaborative and knowledge-sharing culture within organizations, to leverage CI effectively and achieve sustainable competitive edge in Jordan's dynamic telecom sector. However, the focus on a specific industry and geographical context may limit generalizability. Additionally, using self-reported survey data may introduce response bias and errors. Future studies could address these limitations through longitudinal research across

different industries and regions, and by utilizing mixed methods to triangulate findings. Future research could explore additional variables influencing the relationship between CI, information sharing, and SCA. While this study was situated in Jordan's telecom sector, examining these connections in other contexts could provide valuable insights. Long-term, multi-method studies tracking combinations of factors over time may uncover deeper complexities. This research serves as a foundation which subsequent work can build upon to unravel the nuances within these organizational phenomena. leadership, and technology adoption. Additionally, comparative studies across different industries and countries could provide valuable insights into the contextual factors shaping these relationships. Furthermore, qualitative research methods, such as interviews and case studies, could offer a deeper understanding of the mechanisms through which CI and IS contribute to SCA. Overall, continued research in this area is essential for advancing our understanding of competitive intelligence practices and their implications for organizational performance and competitiveness.

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