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THE MEDIATING ROLE OF HUMAN RESOURCE MANAGEMENT IN THE RELATIONSHIP BETWEEN STRATEGIC LEADERSHIP AND ENHANCING COMPETITIVE ADVANTAGE IN JORDANIAN ISLAMIC BANKS

ABSTRACT

This study aimed to look at the function of Strategic Leadership (SL) in boosting competitive advantage (CA) in Jordanian Islamic banks, as well as the mediating influence of human resource management (HRM) on the link between SL and CA. The research population comprises Jordanian Islamic bank employees, with 224 respondents selected. As part of a quantitative research strategy, data were obtained from respondents using a questionnaire based on a basic random sample process. The findings demonstrate that SL has a favourable direct influence on CA. The findings demonstrate a strong and considerable direct influence of SL on HRM. Also, the results show that SL has a substantial and favourable indirect influence on CA. To test the mediating effect of HRM, the results show that HRM has a strong and significant mediating effect between SL and CA, reinforcing the critical role that HRM plays as a mediating in enhancing the effectiveness of SL. The innovative findings give compelling evidence for the implementation of SL in Jordanian banks, with an emphasis on increasing CA.

Keywords: strategic leadership, competitive advantage, human resource management, Jordanian Islamic Banks

JEL Classification: H11, H12, G32, J5

INTRODUCTION

Understanding strategic leadership is examining what effective top leaders do to create a strategy-driven bank. Furthermore, strategic leaders must be able to focus on important resources that are most likely to impact long-term performance (Mahdi & Almsafir, 2014). SL is a decision-making activity that helps a corporation reach a set goal and plays a significant role in the face of uncertainty. To guarantee that this plan is correctly executed, a strategy must be developed that can be utilised to ensure that all members of the bank have implemented the strategy to accomplish shared goals (El-affendi, 2023). Also, the company's competitive edge can be impacted by its management plan, where managers have an essential role in harmonising firm goals since they lead operational operations (Anggraeni et al., 2023). In today's Islamic bank environment, creating a dynamic and competent interchange of ideas on a worldwide scale, i.e., a sustained competitive edge, is now dependent on the bank's inactive human resources rather than the bank's tangible resources (Al-samamaah et al., 2023). Sustainable CA is said to be largely achieved by comparing a bank's performance to that of its competitors. Comparative performance may be measured by a bank's financial success (Emeagwal & Ogbonmwan, 2018). As a result, CA is one of the most significant aspects to consider when assessing an Islamic bank's capacity to compete in the business world. SL may be one of the influential aspects in creating a CA for Islamic banks, and it can also be a source of CA (Sibghatullah & Raza, 2020).

As a result, to gain a CA, an Islamic bank's business strategies must be aligned with HRM strategies. Also, the Islamic bank's SL has never been more focused on the development and management of HRM because they must develop and manage HRM better than their competitors (Alkhatib, 2023). Therefore, SL emphasises HRM effectiveness,

value, production, track record, and operational performance. As a result, the present consequences of globalisation necessitate that many big and medium-sized Islamic banks constantly seek CA to remain and thrive, where industrial circumstances are rapidly changing, with shorter product life cycles (Shakhathreh et al., 2023). Additionally, CA stems from the organisation's characteristics, which are established by the numerous resources and competencies it possesses. According to Delery and Roumpi (2017), HRM strategies may contribute to a firm's long-term CA not only by improving employee competence and motivation and providing opportunities but also by changing supply- and demand-side mobility restrictions. According to Roziq et al. (2021), investing in human resources helps organisations create value and gain a competitive edge.

Furthermore, human resources controlled by the Islamic banks are a critical component of reaching the Islamic bank's goals, where the Islamic bank's goals will be met if management motivates and inspires its people (Abu Samhadaneh & Al-Rafai'e, 2023). Also, managers must constantly be able to create a bank that can adapt to changing situations, compete effectively, and innovate. Similarly, Islamic banks with resources that are precious, uncommon, unique, and non-substitutable can have a long-term CA (Hussain et al., 2023). However, if an Islamic bank only has resources with desirable and unique characteristics, it may gain a competitive edge but not necessarily maintain it in the long run. Also, a competitive edge enables the Islamic bank to sustain its market position and create profits over time (Rizki et al., 2023). In today's global world, Islamic banks are more concerned about maintaining a CA. Where Islamic bank environments are constantly changing as a consequence of rapidly evolving technology, ever-increasing shifts in client demand, and rising levels of severe worldwide rivalry (Jarrah et al., 2024). In addition, Islamic banks confront fierce competition and unpredictable overall performance. Therefore, HRM is also a critical component of today's bank environment. Banks that efficiently manage their employees have a significant competitive edge over their competitors. This is because human resources are one of a bank's most valuable assets, and maximising HRM potential, productivity, and dedication will have a major beneficial influence on the bank's success (Agustian et al., 2023).

According to Agustian et al. (2023), strong HRM methods are critical to gaining and retaining a competitive edge in business administration by emphasising excellent recruiting, staff development, motivation, effective performance management, a progressive company culture, adaptability to change, and technology utilisation. Tawfig and Kamarudin, (2021) findings suggest that strategic HRM methods have a direct impact on SL and organisational culture. SL and organisational culture serve as intermediaries between strategic HRM and long-term CA. A study by Shehadeh and Mansour (2019) found a substantial association between strategic HRM in Jordanian banks and attaining a CA. The findings of Hamadamin and Atan (2019) showed that HRM had a linear and positive influence on the sustainability of "CA." Additionally, HRM was found to positively influence employee commitment and human capital development within the institutions, and both employee commitment and development were found to have a partial mediation relationship between sustainable CA and HRM practices. According to Emeagwal and Ogbonmwan (2018), strategic HRM strategies increase human capital development and employee commitment while also having a direct impact on long-term CA. Furthermore, the findings suggest that strengthening human capital and employee commitment helps to moderate the relationship between strategic HRM practices and long-term competitiveness.

Therefore, the competitive environment of Islamic banking in Jordan demands a thorough understanding of the elements that contribute to CA. The study problem is that some managers lack a clear understanding of the significance of SL patterns and how these patterns affect CA, and there is a lack of organisational awareness regarding the potential role that strategic management could play in enhancing CA. This lack of awareness has been connected to a shortage of specialised cadres who can work in the fields of developing future visions and work activation to support organisational goals.

Accordingly, this study offers a detailed investigation of SL among Jordanian Islamic banks, distinguishing itself by targeting a specialised niche in a very particular market area. By focusing on Islamic banks in Jordan, the study illuminates leadership dynamics in the context of bank policy-compliant financial operations. This approach is critical because Islamic banking functions within a distinct framework in which religious values are interwoven into financial decision-making, resulting in problems and possibilities that differ from traditional banking. Furthermore, the study provides unique insights into how SL connects with Islamic economic principles, guiding leadership styles, decision-making, and performance development to meet the ethical requirements of these banks. Through a focus on a clear, forward-looking visionary leadership of the bank, inspiring others to follow a shared future direction. This style can be especially important in sectors like Islamic banking, where long-term planning and alignment with bank principles are crucial.

As a result, the current study will shed light on the subject of SL and its function in increasing the competitive advantage of Islamic banks in Jordan by using human resource management as a mediating factor. Also, this study will evaluate how HRM practices mediate the relationship between SL and CA in Jordanian Islamic banks. HRM plays an important mediating

function in the context of SL within Jordanian Islamic banks, linking leadership influence to organisational outcomes such as employee performance and CA. Effective leadership has a direct impact on HRM functions like employee engagement, motivation, and performance, all of which are critical to improving overall CA.

Ultimately, the findings of this study could inform strategic decision-making and HRM policies, contributing to the sustainable growth and success of Islamic banking in Jordan and presenting a comprehensive framework that Jordanian Islamic banks can use to foster SL and robust HRM practices, thereby securing a CA for Jordanian Islamic banks.

LITERATURE REVIEW

Every bank must have the greatest ability to achieve significant success through its unique organisational structure, thereby standing out from the competition in the same market (Jarrah et al., 2023). This is often called a CA; some researchers question how Islamic banks can achieve higher levels of performance in this competitive market. Furthermore, banks must implement dynamic strategies to improve Islamic bank performance and enable banks to gain sustainable CA. It can also improve a bank's financial and economic performance. Resources are significant in the case when banks need to practice change or implement new strategies. In this way, banks can improve the system and deliver effective and efficient results (Tawfig & Kamarudin, 2021). Furthermore, strategic HRM academics have used the bank's resource-based perspective to argue that a high-commitment human resource strategy contributes to a bank's CA by developing scarcer and more valuable bank-level employee-based resources (Collins, 2021).

As a result, SL emphasises the development of resources and skills, particularly intangible human capital and social capital. Both contribute significantly to obtaining a CA (Soda et al., 2023). Leaders must be able to successfully manage resources and assess and implement improvements for internal and external firms (Fatyandri et al., 2023). According to (Hitt et al., 2017), SL is the capacity to foresee, have a vision, remain flexible, and empower current resources to make strategic adjustments when they are required. SL must be capable of managing human resources and the entire bank, rather than simply the functions of each component, and overcoming any changes that will inevitably occur in the global economy (El-Bermawy, 2022). Therefore, SL is defined as the ability to mobilise and focus energy and resources on factors that create differentiation and may lead to future success (Maziti et al., 2018). Furthermore, SL aims to foster a cooperative attitude among employees and promote systematic thinking throughout the bank. Thus, leadership may exist as a capacity that enables a company to gain a CA. Sustainable CA is no longer based on money and physical assets but rather on the successful channelling of intellectual capital, with technology playing an important role. Thus, SL inside a company can improve skills and gain a CA (Al Zobi & Jarrah, 2023).

Strategic Leadership (SL)

Strategic leadership (SL) is a person's capacity to predict, motivate, and retain the flexibility of others to effect desired strategic changes (Al-zoubi et al., 2025). SL, by its multifunctional character, encompasses all human resources within an organisation or bank (Al-Jarrah et al., 2023), where the SL in the bank is critical because it may determine the direction and discover, select, and implement operations that provide a CA (Al-Zaqeba et al., 2023). SL enables a bank to be more dynamic, innovative, and adaptable in its management, allowing it to respond to intense competition and face changes while preserving quality (Tairas & Mahlia Muis, 2012). Additionally, the SL may rank among the most significant organisational issues because of its beneficial effects on organisational performance, especially in today's fiercely competitive global economy (Abushouk, 2024). Thus, SL enables banks to communicate their vision to their workers. Banks adopt customer-centric methods to get a competitive edge and improve performance (Agyapong & Boamah, 2013).

Accordingly, SL is concerned with developing Islamic bank resources and capabilities, with a focus on intangible human capital and social capital, where the HRM is the bank's reservoir of important information and skills, whereas social capital gives access to essential resources. Both contribute significantly to achieving a competitive edge. Therefore, leaders must efficiently manage the bank's essential resources (Banmairuoy et al., 2022). At the same time, knowledge-oriented leadership is one of the significant characteristics of SL and has recently gained importance in organisations. It was believed that a knowledge-oriented leader might aid in the hunt for open innovation, ultimately leading to a lasting CA. Also, to compete in today's market, banks must focus on their strategy, where a competitive strategy is one of the strategies that a bank must employ to thrive in a competitive environment (Alarabeed, 2023).

Competitive Advantage (CA)

The banking industry's purpose is to produce effective and efficient strategic resources that will allow it to gain a competitive edge and significantly overcome global market problems (Hailat et al., 2023). CA is a process by which a bank creates and develops diverse strategic resources with the potential to achieve a CA. In the context of Islamic banking, CA refers

to a bank's capacity to differentiate itself and outperform its competitors by providing market-driven goods and services while rigorously adhering to bank standards. Thus, in Islamic banking, CA is heavily driven by ethical compliance, customer trust, product innovation, and market development, setting these banks apart from traditional financial organisations (Shehadeh et al., 2024). Therefore, increasing competitiveness and leadership is required, one of which is SL. SL also refers to leaders' capacity to manage, coordinate, influence, encourage, and enhance the performance of those they lead to accomplish organisational goals, particularly in banks (Priadana et al., 2021). Also, a new form of SL is necessary to assist businesses in navigating the dynamic and unpredictable environment in which they compete today (Tubishat et al., 2024). In addition, CA in banking indirectly affects a country's position. The efficacy of competition in defining local rivalry and generating goods, which are the main factors influencing a nation's economic growth and wealth, explains this (Widyanty et al., 2020).

Human Resources Management (HRM)

HRM strategies in the banking business in underdeveloped nations are undergoing a major shift (Jarrah et al., 2022). Meanwhile, the banking industry in industrialised nations is increasingly focused on implementing HRM practices. It may create strategies and control mechanisms to maintain a competitive edge in both domestic and international commercial marketplaces (Cooper & Zhu, 2007). HRM practices that encourage staff motivation and skill development can also assist the bank in obtaining a CA (Widyanty et al., 2020). HRM is the one asset that must be cultivated and nurtured in abundance; hence, talent management has been regarded as an important success measure for HRM practitioners. As a result, high-performing staff may help the bank develop, improve customer satisfaction, and minimise employee turnover (Haba et al., 2023).

Also, human resources strategic management builds on the concepts and principles of human capital theory, emphasising that humans are organisational assets. Organisations must develop human resource strategies with specific aims and recommendations due to individual variances (Ababneh et al., 2024). Through the continuous adjustment of human resource strategies, the organisation's overall strategy and competitive strategy, as well as the ability to improve human efficiency, increase productivity, and assist the organisation in achieving CA through coordination and internal integration of HRM practices. Also, strategic HRM is an extension of human capital theory, which emphasises that people are an organisation's assets and that differences between individuals necessitate the formulation of a human resources strategy with specific objectives and guidelines that increase productivity and support the organisation's ability to competitive advantage edge, through ongoing alignment between the organisation's overall strategy, competitive strategies, and human resources strategy as well as coordination and internal integration of HRM practices (Shehadeh & Mansour, 2019).

As a consequence, Hunitie (2018) found that SL was strongly associated with strategic planning, strategic thinking, and CA. The findings also demonstrated that strategic planning and strategic thinking are significantly and positively associated with CA. As a result, it was determined that strategic planning and strategic thinking moderated the impact of SL on CA. According to Haba et al. (2023), strategic management has a positive and significant effect on employee performance. Rizki et al. (2023) found a significant and positive association between entrepreneurial leadership attributes and strategic agility. Moreover, CA was positively and significantly influenced by entrepreneurial leadership skills in the long run. Long-term CA was also positively and highly related to strategic agility.

Maziti et al. (2018) found a positive association between SL, innovation performance, and CA. Furthermore, it was determined that innovation performance was positively related to the pursuit of CA. The results are consistent with the findings of Priadana et al. (2021), who reported that SL significantly influences company performance, while competitive strategy does not significantly affect business success. Mahdi and Almsafir (2014) revealed that SL talents have a considerable beneficial influence on long-term CA. Tairas and Mahlia Muis (2012) discovered that SL has a favourable and significant impact on CA. However, when the intervening factors of the entrepreneurship strategy were applied, the link between SL and CA was inverted. Also, findings from Anggraeni et al. (2023) revealed that SL and intellectual capital had a favourable and substantial impact on CA in hotel firms. Sibghatullah and Raza, (2020) findings demonstrated a favorable relationship between SL and CA. Widyanty et al. (2020) found that a CA in the Indonesian construction sector might be attained by HRM strategies that establish and improve a safety culture, increasing employee productivity. Banmairuoy et al. (2022) findings revealed that both knowledge-oriented leadership and human resource development have an indirect impact on long-term CA via organisational innovation component components.

Due to the earlier findings and the study gap, the researchers looked into how SL may improve the CA of Islamic banks in Jordan by using HRM as a mediator, which allows banks to utilise financial statements to better understand their CA and performance. In addition, the investigators generated study hypotheses and the conceptual framework shown in Figure 1 based on the previously completed literature review.

- H1:** There is a direct effect of SL on the CA of Jordanian Islamic banks.
- H2:** There is a direct effect of SL on the HRM of Jordanian Islamic banks.
- H3:** There is a direct effect of HRM on the CA of Jordanian Islamic banks.
- H4:** There is an indirect effect of SL on the CA of Jordanian Islamic banks.
- H5:** There is a mediating effect of HRM on the relationship between SL and the CA of Jordanian Islamic banks.

AIMS AND OBJECTIVES

The purpose of this study is to look at the function of SL in improving CA in Jordanian Islamic banks, as well as the mediating role of HRM in this link. However, the direct pathways through which strategic leadership enhances competitive advantage in Jordanian Islamic banks are not thoroughly understood. Therefore, this study aims to explore these pathways, focusing on how strategic leadership can be leveraged to improve the competitive standing of these banks amidst a rapidly evolving financial sector. Also, the significance of HRM as a mediating factor lies in its potential to bridge the gap between SL and CV, where effective HRM practices can translate strategic visions into operational realities, fostering a work environment that supports innovation, efficiency, and customer satisfaction.

METHODS

This study aimed to examine the role of SL in enhancing CA in Jordanian Islamic banks, as well as the mediating influence of HRM on the link between SL and CA. Also, the study aims to provide insights into how SL practices can be leveraged to improve the CA of Islamic banks in Jordan through HRM. Furthermore, the study uses quantitative research methods to provide a thorough knowledge of the research problem. The quantitative study involves a survey-based study to collect data from employees and managers in Jordanian Islamic banks. This method allows for the statistical analysis of the relationships between SL, HRM, and CA. The study population comprises staff from Jordanian Islamic banks, where the numbers reached 22407, with a sample size of 224 respondents drawn from various Islamic bank branches in Jordan. This population is chosen because they are directly involved in the implementation and experience of strategic leadership and HRM practices to achieve CA. As part of a quantitative research strategy, data were obtained from respondents using a questionnaire established on a plain random sampling process. In addition, two stages of the partial most petite square version 3 (SEM-PLS) methodologies were used.

Technique and Data Collection Procedures and Measures

To measure, a questionnaire was created based on past research on the topic of the study. The distributed questionnaire is also divided into four sections. The first section includes the employees' demographics, and the second unit includes seven questions for SL components as independent variables. In addition, the third quarter includes seven questions to measure enhancing CA as a dependent variable, and the fourth quarter also contains seven items to measure HRM as a mediating variable. To meet the study aims, the researchers designed and improved the questionnaire and collected data using the five-scale Likert measures, ranging from 1, strongly disagree, to 5, strongly agree.

RESULTS

Table 1 and Figure 1 indicate the evaluation of the main indicators of this study through validity and reliability testing; Cronbach's alpha shows high values for CA, HRM, and SL, with values ranging between 0.885 and 0.915, which indicates the stability of the tools used. It is also evident that the composite reliabilities (rho a and rock) also show high values, which enhances the reliability of the instruments. In addition, the average variance extracted (AVE) shows that the tools can measure the variables effectively, with the value exceeding 0.5 in all cases. This is an indicator of the tools' ability to explain variance among variables.

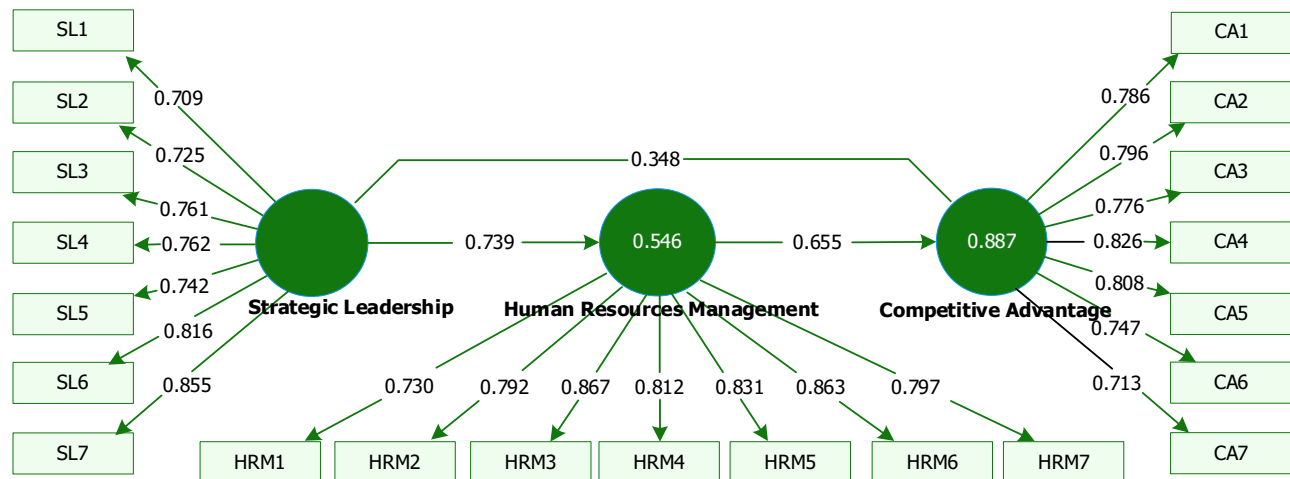


Figure 1. Conceptual Framework.

Table 1. Validity and Reliability Testing and Average Variance Extracted.

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Competitive Advantage (CA)	0.892	0.896	0.915	0.608
Human Resource Management (HRM)	0.915	0.917	0.932	0.663
Strategic Leadership (SL)	0.885	0.898	0.910	0.591

Table 2 also shows an assessment of the relationship between the variables through R-square and changed R-square measurements. To better understand the impact that SL and HRM may have in enhancing CA in Jordanian Islamic banks. Specifically, about CA, the R-square shows a high value of 0.887, indicating that 88.7% of the variance in this context can be explained thanks to the different influences of SL and HRM. This high value is attributed to the great ability of SL and HRM to guide banks towards achieving an effective CA. On the other hand, the HRM variable shows an R-square of 0.546, indicating that 54.6% of the variance in HRM may be explained by SL and HRM. This may suggest that other factors may play a role or complicate the context in this area. In addition, to demonstrate the importance of the relationships between CA and HRM, the F-square was extracted as shown in the following Table 3.

Table 2. R-square Measurements.

Variable	R-square	R-square adjusted
Competitive Advantage	0.887	0.886
Human Resource Management	0.546	0.544

Table 3. F-square.

Variable	Competitive Advantage	Human Resource Management	Strategic Leadership
Competitive Advantage			
Human Resource Management	1.721		
Strategic Leadership	0.487	1.205	

Table 3 shows an F-square value of 1.721 for CA. This value indicates that 1.721% of the change in CA is explained by the independent variables (SL and HRM). As for HRM, the F-square shows a value of 1.205, which means that 1.205% of the change in HRM can be explained by the other variables (CA and SL). Finally, for SL, the table shows an F-square value of 0.487, indicating that 0.487% of the change in SL is explained by the other variables (CA and HRM). It appears that there is a greater effect of CA on HRM (1.721) compared to the effect of HRM on CA (1.205). This may reflect the great importance of CA in determining how human resources are managed within Islamic banks. As for SL, its influence appears to be somewhat less, which suggests that SL may be under the influence of CA and HRM.

Hypothesis Testing

To test the direct impact of HRM → CA. The analysis shows that HRM has a strong and positive direct influence on CA. The results also show a positive direct effect of SL on CA. The Table 4 also shows that there is a strong and significant direct effect of SL on HRM. As for the indirect effect between SL and CA, the table indicates that SL has a strong and positive avoiding effect on CA. This suggests that other factors may mediate this relationship.

To test the mediating effect of HRM, the results, as shown in the table and Figure 2, indicated that HRM has a strong and significant mediating effect of HRM between SL and CA, which reinforces the vital role that HRM plays as a mediating in enhancing the effect of SL.

Table 4. Direct Effect and Indirect Effect and Mediating Effect.					
Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P Values
Direct Effect					
Human Resource Management → Competitive Advantage	0.655	0.655	0.029	22.840	0.000
Strategic leadership → Competitive Advantage	0.348	0.349	0.031	11.393	0.000
Strategic leadership → Human Resource Management	0.739	0.740	0.033	22.585	0.000
Indirect Effect					
Strategic leadership → Competitive Advantage	0.484	0.485	0.028	17.144	0.000
Mediating Effect					
Strategic leadership → Human Resource Management → Competitive Advantage	0.484	0.485	0.028	17.144	0.000

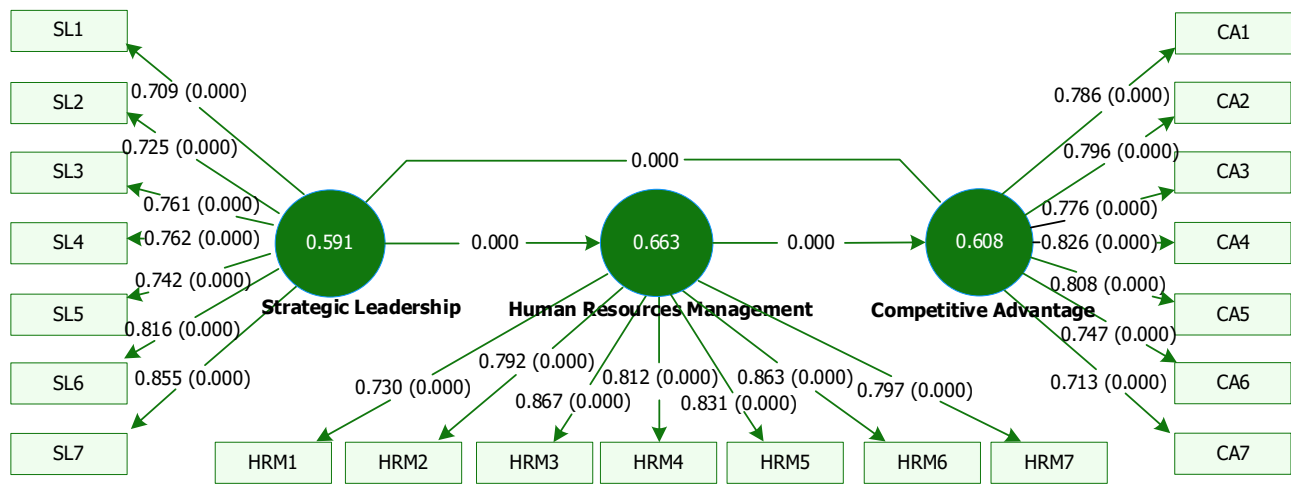


Figure 2. Direct Effect and Indirect Effect and Mediating Effect.

DISCUSSION

SL is a decision-making activity that aims to fulfil a preset corporate goal and plays a vital role in dealing with unpredictability inside the firm (Anggraeni et al., 2023). Therefore, to generate a CA for banks, SL or SL may be one of the influential variables, and SL can be a source of CA (Sibhatullah & Raza, 2020). Banks with resources that are precious, uncommon, unique, and non-substitutable can have a long-term CA (Alqudah et al., 2024). Furthermore, a competitive edge enables the bank to sustain its market position and create profits over time (Rizki et al., 2023). Furthermore, HRM is a critical component of the current corporate environment. Companies that properly manage their employees have a significant competitive edge over their competitors (Agustian et al., 2023).

Therefore, the results of this study show that HRM has a strong mediating effect between SH and CA, meaning that HRM plays an essential role as a mediator in increasing the effectiveness of SH. The results of this study are also supported by several literature reviews (Banmairuroy et al., 2022; Priadana et al., 2021; Sibghatullah & Raza, 2020; Hunitie, 2018),

which state that SL had a positive and significant relationship with CA. Similarly, Agustian et al., 2023; Tawfig & Kamarudin, 2021; Roziq et al., 2021; Widyanty et al., 2020; Shehadeh & Mansour, 2019; Hamadamin & Atan, 2019; Emeagwal & Ogbonmwan, 2018; Delery & Roumpi, 2017) also show that HRM practices have a significant impact on CA.

As a result, SL in the bank is critical because it can determine the direction and identify, select, and implement initiatives that provide a CA (Tairas & Mahlia Muis, 2012). As a result, SL enables banks to explain their strategy to staff. Banks adopt customer-centric methods to get a competitive edge and improve performance (Agyapong & Boamah, 2013). SL also emphasises the development of resources and skills, particularly intangible human and social capital. Both contribute significantly to gaining a CA (Fatyandri et al., 2023). According to Hitt et al. (2017), SL must be capable of managing human resources, managing the entire bank rather than simply the functions of each component, and overcoming any changes that will inevitably occur in the global economy. Furthermore, the goal of SL is to foster a cooperative attitude among employees and systematic thinking throughout the bank. Thus, leadership may exist as a capacity that enables a company to gain a CA (Maziti et al., 2018).

Implications

This study focused on the function of SL in improving CA in Jordanian Islamic banks, as well as the mediating influence of HRM. This study also helped to establish a novel model that connects SL and CA by utilising HRM as a mediator. This study included several subjects on SL and its significance in improving CA in banks. The study also shows the importance of HRM in improving the CA of Islamic banks.

Limitations and Future Research

Despite providing major contributions, this study has certain limitations. As a result, acknowledging these limitations enhances the trustworthiness of current study findings. This study focuses on the issues identified in the conceptual design to maintain a balanced viewpoint during the model's implementation in Jordanian Islamic banks. According to recent research, there were just 224 employees in Jordanian Islamic banks. As a consequence, the current study proposes emphasising the function of SL inside banks since it has a favourable influence on value generation, operational success, and CA. As a result, the current study might lay the groundwork for future research to increase field knowledge. As stated in the preceding sections, the present study challenged certain prior findings while remaining. However, the present study's flaws can be addressed by future research.

CONCLUSIONS

The purpose of this study is to look at the function of SL in improving CA in Jordanian Islamic banks, as well as the mediating role of HRM in the link between SL and enhancing CA. The findings indicate a favourable direct effect of SL on CA. Furthermore, the findings demonstrate a strong and considerable direct influence of SL on HRM. The results show that SL has a substantial and favourable indirect influence on CA.

To improve the study on CA in Jordanian Islamic banks, combining important control factors can give a more thorough analysis, such as bank size: larger banks may have greater resources, infrastructure, and client reach, resulting in a natural competitive advantage. Comparing the influence of strategic leadership in banks of various sizes reveals how leadership effectiveness changes with scale. Existing Regulations: The regulatory framework is crucial, particularly in Islamic banking. Compliance with Islamic finance rules and Central Bank regulations may limit or increase competitive tactics, hence influencing the bank's advantage. Technological Advances: Banks that use cutting-edge technology may have an advantage over those that do not, regardless of leadership approach. Accounting for this factor can highlight whether leadership or technology plays a more prominent role in gaining CA.

Accordingly, a study is recommended to be conducted on the whole Jordanian banks based on the previous results. This will allow the researchers to compare some of the SL approaches used by banks, as well as the level to which the institutions are committed to implementing them. Another study might be undertaken using a descriptive study design to investigate a possible link between SL practices and their contribution to CA.

ADDITIONAL INFORMATION

AUTHOR CONTRIBUTIONS

All authors have contributed equally.

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CONFLICT OF INTEREST

The Authors declare that there is no conflict of interest.

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ПОСЕРЕДНИЦЬКА РОЛЬ УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ У ВІДНОСИНАХ МІЖ СТРАТЕГІЧНИМ ЛІДЕРСТВОМ І ПОСИЛЕННЯМ КОНКУРЕНТНИХ ПЕРЕВАГ У ЙОРДАНСЬКИХ ІСЛАМСЬКИХ БАНКАХ

Це дослідження спрямоване на розгляд функції стратегічного лідерства (SL) в підвищенні конкурентних переваг (CA) у йорданських ісламських банках, а також опосередкованого впливу управління людськими ресурсами (HRM) на зв'язок між SL та CA. До досліджуваної сукупності увійшли працівники йорданських ісламських банків, було обрано 224 респонденти. У рамках стратегії кількісного дослідження дані були отримані від респондентів за допомогою анкети, заснованої на базовому процесі випадкової вибірки. Отримані результати свідчать, що СЛ має сприятливий прямий вплив на СА. Отримані результати свідчать про сильний і значний прямий вплив СЛ на управління персоналом. Також результати показують, що СЛ має значний і сприятливий непрямий вплив на СА. З погляду перевірки опосередкованого ефекту HRM, результати показують, що HRM має сильний і значний посередницький ефект між СЛ і СА, що посилює важливу роль, яку HRM відіграє як посередник у підвищенні ефективності СЛ. Інноваційні результати дають переконливі докази на користь упровадження SL в йорданських банках з акцентом на збільшення СА.

Ключові слова: стратегічне лідерство, посилення конкурентних переваг, управління людськими ресурсами, ісламські банки Йорданії

JEL Класифікація: H11, H12, G32, J5