






The mediating role of sustainability in the relationship between strategic intelligence and managing organizational conflict in the Jordanian commercial banks

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ABSTRACT

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The study aims to investigate the mediating role of sustainability in the relationship between strategic intelligence and conflict management within the Jordanian commercial banking sector. Recognizing the dynamic nature of conflicts in banks, the research emphasizes the necessity of adopting proactive strategies that align with organizational goals and promote long-term resilience. The study focuses on examining the extent to which strategic intelligence enhances conflict management practices and whether the inclusion of sustainability further strengthens these practices' effectiveness. The study targeted managerial-level employees in Jordanian commercial banks as the research population, considering their direct involvement in strategic decision-making and conflict resolution processes. Data were collected through a structured questionnaire and analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. The findings reveal that strategic intelligence has a significant positive effect on both sustainability and organizational conflict management. Additionally, sustainability was found to mediate the relationship between strategic intelligence and conflict management, indicating that organizations that integrate sustainability considerations into their strategic frameworks are better positioned to manage conflicts effectively. The results highlight the critical role of strategic intelligence in anticipating and mitigating conflicts, while sustainability ensures that conflict resolution efforts contribute to the organization's long-term stability and growth. The study concludes by offering practical recommendations to embed strategic intelligence capabilities and sustainability practices within the operational strategies of banks, thereby enhancing adaptive capacity, stakeholder trust, and sustainable development in the Jordanian commercial banking sector.

Contribution/Originality: The study emphasizes the urgent need to develop strategic intelligence competencies among organizational leaders, particularly in areas such as data analytics and emotional intelligence (EI). Strengthening these capabilities will enhance bank managers' ability not only to detect emerging conflicts but also to devise proactive strategies for addressing them effectively. Furthermore, prioritizing sustainability as a core organizational value ensures that conflict resolution efforts align with broader sustainable development objectives. This alignment contributes to greater organizational adaptability and reinforces stakeholder confidence in the bank's long-term direction and ethical commitments.

1. INTRODUCTION

The proper management of organizational conflict remains significant because if not well handled, it can become a source of operational and strategic concerns for organizations, particularly in the banking industry, given their competitiveness in the market. The Jordanian commercial banking sector has often been affected by factors that increase the likelihood of conflict; in this regard, the sector operates under strict legal requirements, within a context of shifting market conditions, rapidly evolving technology, and considerations related to human capital management. Effective conflict management in such an environment not only prevents disruptions but also contributes to achieving a competitive advantage.

Inability to handle conflict leads to exponential effects such as decreased organizational performance, low employee engagement, and dissatisfied customers. Alheet, Qawasmeh, Areiqat, and Zamil (2021) stated that organizations with extensive and integrated systems and structures, particularly banks, must endeavor to embrace proactive conflict management to maintain effective service delivery and organizational stability. Other challenges affecting banking institutions in Jordan include insecurity of consumer prices and interest rates, inflation rates, regional and international competition, and factors related to resource allocation (Bany Mohammad, Al-Okaily, Al-Majali, & Masa'deh, 2022). Such external pressures are usually reflected in terms of internal conflict, such as organizational conflict over power resources, conflict over productivity, and control of organizational decision-making.

Optimum is formulated as the capability to obtain, interpret, and utilize knowledge to enhance decision-making. Strategic intelligence is well-suited for managing organizational conflicts. Kuosa (2011) emphasizes that strategic intelligence enables organizations to anticipate potential risks and determine the most viable course of action. In the banking segment of an organization, strategic intelligence encompasses leadership, business intelligence, and emotional intelligence, all of which enhance conflict management capabilities. For example, business intelligence assists in processing large volumes of data and supports managers in making timely, informed decisions regarding conflicts (Alzghoul, Khaddam, Abousweilem, Irtaimeh, & Alshaar, 2022).

Sustainability, in its role as a moderator, supports conflict management initiatives by integrating a sustainability perspective into the conflict resolution methods used in organizations. As previously discussed, sustainability also pertains to applicable and relevant solutions that can help organizations remain viable or function effectively within an ever-changing world. Mansour, Al-Ma'aitah, Deek, Alshaketheep, and Shajrawi (2024) suggest that sustainability-focused conflict management ensures stakeholders' confidence and stability, which are critical for competitiveness, especially in the sensitive and volatile banking sector.

Although strategic intelligence and sustainability are equally important for conflict management, the current body of knowledge reveals a research gap concerning their relationship among Jordanian commercial banks. Previously, research has focused on examining strategic intelligence separately from sustainability, with little attention paid to how the two interact in the conflict resolution process. This literature gap justifies the need for synthesizing existing research to analyze how both strategic intelligence and sustainability can enhance conflict management practices.

Consequently, the aim of this research is to fill this gap by investigating the mediating effect of sustainability in the relationship between strategic intelligence and conflict management in the Jordanian commercial banking industry. Through examining this aspect, the study seeks to provide relevant information to enhance conflict management practices in effective and sustainable banking institutions. This research is especially important now that sustainable development goals (SDGs) are at the forefront of many countries' development agendas, with Goal 10 focusing on reducing inequality within and between countries.

This introduction provides a basis for a more profound analysis of the possible theoretical and practical consequences of including SI and sustainability in conflict management practices. The subsequent sections of this paper will include a detailed review of relevant literature and research methodology used in this study, an analysis of

the results obtained from this study, and a discussion of the theoretical and practical implications of this research that will benefit both the academic community and practicing organizations in conflict management.

2. RESEARCH PROBLEM

There is thus a shift within the ever-changing financial environment worldwide, and the incorporation of sustainability aspects to enhance organizational sustainability. The Jordanian commercial banking sector is no exception, considering market shocks such as volatility, technological influx, competitive forces, and regulatory frameworks (Bany Mohammad et al., 2022). Such external pressures are likely to give rise to internal tensions, including controversy in departments regarding which should be allocated the available resources or discord between organizational management and employees concerning which performance standards should be met. In their 2021 article, Alheet et al. (2021), assert that failure to handle such conflicts may lead to undesirable consequences, such as interference with the normal functioning of organizational processes, a decline in team cohesion, and consequently, customer experience.

By offering organizations practical tools to help them make the best decisions and plan, strategic intelligence can be seen as a useful way of resolving conflicts. Nonetheless, the realization of strategic intelligence remains a challenge for most banks, creating a disconnect between strategic intentions on one hand and operational conflict management practices on the other. Such a gap is evident in the handling of organizational conflicts that interfere with organizational processes, thereby reducing productivity and hindering banks from meeting sustainable development goals, as described by Mansour et al. (2024). The role of sustainable banking cannot be overstated; sustainable solutions help organizations avoid personnel and systemic conflicts and address how immediate problems can be solved in a manner beneficial for the company in the long term.

However, there is a lack of sufficient appreciation of how strategic intelligence can enhance sustainable conflict management. The purpose of this research is to identify how selected banks in Jordan can employ strategic intelligence to better anticipate and address conflicts to support their mission and goals related to sustainability. This research, therefore, aims to fill the gap by providing a link between strategy and operations, offering recommendations on how Jordanian banks can work towards achieving long-term sustainable conflict management.

Clearly, this study is important since it examines how strategic intelligence can increase conflict management while contributing to sustainability in the Jordanian commercial banking sector. The area is full of banks battling market competition, regulatory pressure, and economic uncertainty. Organizations with unresolved conflicts find themselves threatened with long-term sustainability, disrupting operations and damaging relationships between employees and within the organization. Banks obtain strategic information necessary to prevent conflicts, solve them, and deal with them in a way that would not hamper operation and growth in the long run.

From a practical point of view, this research contributes to management's ability to match conflict management strategies with sustainability goals. Strategic intelligence provides banks with the ability to build resilient organizations that can respond to and adapt to challenges through fostering proactive decision-making and collaboration. The high operational efficiency of financial institutions relies mostly on the use of improved conflict resolution practices, which not only improve employee morale but also add to the competitive edge in the sector driven by deregulation, enabling financial organizations to raise capital for sustainable development.

In addition, it provides a new academic perspective by connecting strategic intelligence, conflict management, and sustainability, which are relatively underexplored in current literature. The findings contribute to the body of knowledge on organizational behavior and banking management, and further research in related areas is encouraged. These results also offer policymakers and regulators a foundation for developing frameworks that promote sustainable behavior within the financial industry. Finally, this research emphasizes the importance of integrating strategic intelligence into banking operations to enhance the success of financial institutions while supporting Jordan's broader economic stability.

3. METHODOLOGY

3.1. Research Design

In line with these objectives, this research employs a quantitative approach to investigate the mediating effect of sustainability between strategic intelligence and conflict management among Jordanian commercial banks. This study uses a cross-sectional research design, whereby data are collected at a single point in time to examine the relationships among the study variables.

3.2. Sample Selection

Participants in the present research were managerial-level employees working in Jordanian commercial banks. Due to the nature of their tasks, they directly engage in strategic management and conflict resolution activities. Semi-structured questionnaires were employed to administer the surveys and conduct the analysis, ensuring that different banks and departments were adequately covered. The sample size was calculated using data from statistical power analysis to ensure that the results would be accurate and reliable.

3.3. Data Collection

The primary data were collected through a structured questionnaire that estimated strategic intelligence, sustainability practices, and conflict management activities. The questions used in the questionnaire were adopted from existing validated scales in other surveys to ensure reliability and validity. The scales used to measure items were a five-point Likert scale ranging from Strongly Disagree to Strongly Agree. All participating individuals adhered to ethical considerations, and informed consent was obtained from all participants.

3.4. Variables and Measures

Independent Variable: Competency-based intelligence, measured by leadership, analytical skills, insight-driven approaches, and emotional quotients.

Mediator Variable: Sustainability, measured by the extent of sustainable management practices concerning organizational economic, social, and environmental goals.

Dependent variable: conflict management assessed with reference to the approach used in handling and solving organizational conflicts.

3.5. Econometric Technique

To analyze the proposed relationships, structural equation modeling (SEM) was conducted. SEM is a useful approach for studying the interconnectedness of multiple variables and can provide information not only about the direct effects of variables on others but also about indirect effects. The indirect effects of sustainability on tourist satisfaction were particularly examined using bootstrapping procedures.

3.6. Ethical Considerations

The study was approved by the Institutional Review Board of Al-Ahliyya Amman University, Jordan, on ethical research grounds. Regarding participant information, the participants' identities were not disclosed, and any disclosed information was anonymized.

3.7. Rationale for Methodology

Quantitative approach with SEM was adopted because of its superior ability to describe causal relationships and mediation analyses. The cross-sectional design captured the variables' dynamics in the context of Jordanian banks, and the generated information may be useful to both scholars and practitioners, based on the displayed results and conclusions.

This section highlights the operational definitions of the study variables: strategic intelligence as the independent variable, conflict management as the dependent variable, and sustainability as the mediating variable. These variables are essential for understanding how and to what extent strategic intelligence supports the process of sustainable conflict management in commercial banks of Jordan.

3.8. Independent Variable: Strategic Intelligence

Strategic intelligence is understood as the organization's capacity for information acquisition, analysis, and employment in making strategically logical decisions. Leadership competencies, coupled with strategic and quantitative capabilities, enable managers to predict difficulties and choose solutions that are consistent with strategic objectives (Al-Abbadi, Alsmairat, Alshawabkeh, & Rumman, 2024).

In the banking sector, it is crucial to manage conflicts successfully by focusing on internal threats and external unfavorable conditions, where strategic intelligence provides the opportunity for that. A strategic attitude enables one to change the flow and activities of banks to make them sustainable in the face of market forces. Embedded in its propositions is the notion by Al-Abbadi et al. (2024) stating that strategic thinking provides direction in anticipating a given environment, and this assists organizations in preparing well for volatile contexts. It also remains a strength when it is possible to foresee potential conflicts early and avoid them in advance, as this helps to keep things stable and safe, promoting sustainability.

3.9. Dependent Variable: Conflict Management

Generally, conflict management is the process involving identification, understanding, and systematic management or effective resolution of clashes and tensions in the workplace. Conflict management fosters an orderly and friendly environment in an organization so that working relations are friendly and operations are seamless (Alheet et al., 2021).

Where conflicts that have not been resolved can lead to inefficient performance, particularly in banks. Conflicts may arise from employees or departments competing over resources, conflicting goals, or responsibilities. Strategic intelligence offers the best approach to address these issues. According to Alheet et al. (2021), it is vital for banks to develop strategies that enable them to respond quickly to internal disturbances, thereby reducing operational risks. Therefore, strategic intelligence regarding conflicts ensures not only stability but also the continuous achievement of the company's performance indicators in terms of sustainability.

3.10. Mediator Variable: Sustainability

In this paper, however, sustainability is defined as the ability of an organization to continue its operations and deliver positive outcomes within the prevailing social, economic, and environmental conditions. Structural conflict sustainable management incorporates a time horizon to durably balance conflicts, ensuring that the solutions provided align with the sustainable management targets of society (Al-Abbadi et al., 2024).

Sustainability exerts a mediating influence by ensuring that the implementation of conflict resolution techniques in banks is beneficial not only in the short term but also in the long term. According to Al-Abbadi et al. (2024), strategic intelligence supports the adoption of solutions that address conflicts at their source and helps organizations develop a future-oriented approach. In the case of Jordanian banks, this synergy is crucial, as the sector must be prepared for potential economic and regulatory changes that may impact them.

As mentioned, these variables strategic intelligence, conflict management, and sustainability are not mutually exclusive elements. Strategic intelligence also helps banks confront emerging confounding issues effectively to avoid generating conflict with other parties; sustainability ensures that the conflict management strategies selected enhance the future viability of the institution's operations. Exploring these relationships is the aim of this research to gain

insight into how conflict management practices may provide a means toward sustainable growth that Jordanian banks can emulate.

4. STUDY MODEL

The theoretical framework underlying this study model was derived from an analysis of research existing in the fields of strategic intelligence, conflict resolution, and sustainability. It aims to establish correlations among these variables within the Jordanian commercial banking system while providing an academic and operational blueprint for how strategic intelligence facilitates conflict management. The model aligns with prior literature indicating that strategic foresight and business intelligence have constructive and supportive effects in achieving operational equilibrium (Esmaili, 2014; Rao & Kumar, 2011).

In this model, strategic intelligence is the independent variable that provides banks with all the necessary and possible insights to predict and offer solutions to various challenges. These variables influence both sustainability and conflict management within the organization. Kuosa (2011) argues that strategic intelligence enhances a decision maker's capabilities required for risk prevention and management, thereby improving operational stability. Consequently, banks with robust strategic intelligence systems can better align organizational activities with essential goals and tools, supporting both short-term conflict regulation and the overall long-term sustainability agenda (Bany Mohammad et al., 2022).

This model also expands mediation susceptibility and sustainability, whereby sustainability mediates and moderates analyses of conflict management strategies from sustainability perspectives. Sustainability enables banks to address social, economic, and environmental issues in a way that avoids the tendency for conflict resolutions to be ad hoc and short-term requirements for organizational growth and stability (Dyllick & Hockerts, 2002). As Mansour et al. (2024) rightly pointed out, adopting sustainability in addressing conflict enhances cooperation among the concerned parties and increases stakeholder confidence both critical to creating long-term sustainability.

Hence, conflict management is the final and dependent variable in the model since it captures the extent to which strategies in the model enhance cooperation and reduce conflict. The arrows in the model illustrate the flow of influence: strategic intelligence influences both sustainability and conflict, and the role of sustainability in improving the success of conflict resolution. Such an integrated system can be justified by evidence supporting sustainable conflict management practices in organizations, which in turn enhance their sustainability (Al-Doori, Alkhazali, Al Aqrabawi, & Al-Daoud, 2024; Alheet et al., 2021; Esmaili, 2014).

The study model presented herein outlines a clear approach for Jordanian banks to utilize strategic intelligence in sustainability to improve conflict management. It emphasizes the need to develop defensive and successful strategies to enhance operational effectiveness and to establish sustainable key success factors for the long run within a volatile financial environment.

5. STUDY HYPOTHESES

By means of several assumptions discussed in this research, the relationship between strategic intelligence, conflict management, and sustainability in Jordanian commercial banking is examined. It explores how strategic intelligence can enhance conflict management practices with the aim of achieving improved results.

The first hypothesized relationship is that strategic intelligence has a positive impact on how conflicts are managed in Jordanian banks. The strategic intelligence used in banks that foresees that a dispute is in a progressive stage will be able to develop suitable tactics to respond to this situation at the right time. As observed by Alheet et al. (2021), citing different sources, institutions can reduce the probability of internal strife and maintain the organization's stability when making decisions in such important areas as planning.

The second hypotheses question seeks to determine whether strategic intelligence impacts conflict management, particularly in a manner that depends on connectedness based on specific sustainability strategies. A more sustainable

solution would indicate that conflict resolution efforts have been successful or will be successful, and that all efforts aligned with organizational resilience are integrated into conflict resolution plans. Sustainability-driven strategies, as supported by Al-Abbadi et al. (2024), help to foster operational harmony and facilitate future collaboration, enabling organizations to effectively address conflicting issues.

The third hypothesis further assumes that levels of strategic intelligence will directly enhance sustainable outcomes in banking operations. Strategic intelligence would have helped decision-makers forecast future issues and ensure that sustainable practices were implemented. According to Al-Abbadi et al. (2024), strategic foresight is likely one of the most important stakeholders contributing to achieving long-term organizational sustainability, from which organizations can also gain better performance in their sustainable operations.

Last, the third part assumes that there is a direct positive relation between sustainability and its effects on conflict management. When sustainability is a core aspect of bank operations, it becomes easier for bankers to adopt a team approach when resolving conflicts, which facilitates operations within the banks. This hypothesis aligns with studies conducted by Alheet et al. (2021), who argued that the organization of sustainable practices would affect organizational productivity and provide a conducive working environment.

6. LITERATURE REVIEW OF THE STUDY

Here, it is worthwhile to augment the key variables Strategic Intelligence, Conflict Management, and Sustainability to justify their applicability to managing organizational conflicts in the Jordanian commercial banking sector. Based on this framework, this paper selects the necessary definitions of these variables from the literature to establish a better understanding of them and to identify which among those definitions fits the context of this study.

6.1. Strategic Intelligence (*Independent Variable*)

Strategic intelligence includes the process of collecting, processing, and utilizing information for decision-making in situations that cut across the strategic management context and usually occur in an environment characterized by high levels of competition. Accordingly, Kuosa (2011) refers to strategic intelligence as a construct composed of leadership ability, evidence-based information, and emotional intelligence to solve various problems facing an organization. Specifically, within the banking sector, strategic intelligence supports conflict prevention by providing tools for accurate threat recognition and subsequent management.

Esmaili (2014) opines that BI is helpful since it increases the speed and completeness of decisions needed to resolve conflicts. In that sense, Alzghoul et al. (2022) also claim that BI capabilities enhance the organization's performance in a way that provides decision-makers with relevant and valuable information when making operational decisions. Strategic intelligence also enables organizations to plan in case there is likely to be a conflict, allowing the organization to strategize on how to counter the conflict (Kuos, 2011).

Strategic intelligence is often a cross-functional activity that leads to better communication and cooperation between organizational subsystems. According to Al-Abbadi et al. (2024), banks that use Strategic Intelligence frameworks have enhanced adaptability and resilience, especially when market conditions are volatile. In this way, organizations are aware of future risks, organize resources effectively, and address employee issues before conflicts arise.

Also, strategic intelligence helps an organization to position its activities in synergy with other pertinent strategic goals. This alignment guarantees that conflict-solving measures are not only eclectic but also align with long-term organizational visions. According to the study conducted by Blandina, Stephine, and Samuel (2021), there is evidence that strategic intelligence enhances financial performance since strategic intelligence guides more careful decision-making, and stability is critical for the timely reversal of emerging problems.

Strategic intelligence also involves integrating new technologies into decision-making processes, including artificial intelligence and predictive analysis. These tools enable organizations to sift through data, analyze it to

identify trends, and even forecast potential conflicts. According to Rao and Kumar (2011), implementing advanced business intelligence systems enhances managers' ability to make correct decisions, thereby reducing operational disruptions.

In conclusion, it is evident that strategic intelligence is key to facilitating the proper management of conflicts prevalent in the banking industry. As an effective tool for supporting organizational development by helping organizations to predict potential issues, build a cooperative work climate, and integrate activities towards strategic objectives, it contributes to the understanding of both current and future organizational requirements.

6.2. Conflict Management (Dependent Variable)

Conflict management is also known as the resolution of disputes in workplaces to maintain the effectiveness of the business and the contentment of employees. Rahim (2002) has categorized conflict management into various styles to indicate where destructive conflicts should be reduced and constructive conflicts should be maximized. On the one hand, constructive conflict management may act as a stimulus for conflict generation and solutions development in organizational learning, while being tied down by models such as strategic intelligence and sustainability.

Alheet et al. (2021) supported their ideas by asserting that conflicts may hinder operations and decrease employee and customer satisfaction. Conversely, successful and effective conflict management can be beneficial in enhancing collaboration and decision-making mechanisms. In the banking sector, conflict management practices that include strategic intelligence allow for anticipatory assessment of conflicts and sustainability to ensure that resolutions align with future goals.

Communication management is also a part of conflict management, which entails the promotion of an appropriate organizational culture. According to Robbins (2005), there is a need to encourage employees to speak out whenever they have concerns, without fear of threats. Such cultural enactments help minimize misunderstandings and promote positive approaches to handling problems or tasks requiring cooperation.

They can be defined as the sophisticated techniques used to deal with conflict, including mediation, negotiation, and arbitration. All these methods are also ways of resolving problems while simultaneously investing in the development of better relations with other actors. According to Rahim (2002), the strategies for conflict resolution must be adjusted to the type of conflict and the environment, as this makes conflict resolution effective and sustainable.

In addition, conflict management in the banking sector should consider factors inherent to the institution, such as changes in policy and other market forces. As noted by Thomas and Kilmann (1974), using the contingency approach to conflict handling provides the impetus for flexibility to remain viable in organizations facing change without sacrificing stability. This flexibility is especially significant in sectors such as banking, where external factors influencing business operations are likely to affect internal activities in various ways.

Last of all, follow-up as well as feedback procedures maintain the core of successful conflict management. Alheet et al. (2021) call for a regular diagnostic check on organizational conflict management systems to identify gaps that need rectification. Incorporation of feedback mechanisms would mean that the approaches being applied by the banks are consistent with the challenges as they exist from time to time.

In conclusion, conflict management can be described as a constantly developing field that has many facets and requires proper planning, investigation of cultural characteristics, and the use of flexible strategies. Strategic intelligence, together with sustainability, can therefore complement each other to improve the level of conflict management within organizations, thereby promoting operational stability and business sustainability.

6.3. Sustainability (Mediator Variable)

Sustainability, therefore, means the ability of an organization to balance different priorities with the aim of achieving long-term goals. According to Dyllick and Hockerts (2002), these dimensions define corporate sustainability as the integration of the three dimensions into managing the firm. Strategies for conflict management

that focus on sustainability are based on sustainable resolutions that align with the strategic directions of a particular enterprise.

Continuing with Mansour et al. (2024), the authors also note that sustainability leads to stakeholder confidence and a better organizational image. Sustainability in conflict management practices can assist organizations in devising lasting solutions that respond to the company's strategic objectives. Furthermore, sustainable development-oriented practices enhance organizational commitment and employee cooperation, as people always act according to standard goals that are broader than daily operational objectives.

The specification of conflict management also requires the consideration of sustainability, regulatory, and environmental factors. For example, Al-Abbadi et al. (2024) revealed that Jordanian banks that adopted sustainability functions had a higher capability to address changing conditions in markets and regulations. They keep internal conflict in check while at the same time improving stakeholder relations, thus increasing organizational sustainability and competitiveness.

7. RESEARCH GAP

Despite the prior work focusing on SI, sustainability, and conflict management as separate themes, few studies have investigated their synergy. Many works are devoted to one of the two aspects: the use of strategic intelligence to improve decision-making or the value of sustainability for achieving long-term objectives. However, the integration of these constructs is not well understood, especially in the context of Jordanian commercial banks.

To fill this gap, this research aims to analyze the relationship between strategic intelligence and sustainability in determining conflict management practices. Drawing on a multidisciplinary literature base, this study seeks to present practical guidance for improving conflict resolution in highly competitive and complex environments. The research findings are expected to advance theoretical discussions as well as prove useful for practitioners and policymakers in the banking industry.

7.1. Previous Relevant Studies

This section reviews key studies in the areas of strategic intelligence, conflict, and sustainability within the banking industry, which form the foundation of this research. The findings from these studies provide the groundwork for further exploration of the role of strategic intelligence in managing organizational conflict in Jordan's commercial banking sector.

7.1.1. Study 1: Strategic Thinking in the ICT Sector of Jordan

In their 2024 study on Jordan's ICT sector, Al-Abbadi et al. (2024) examined the impact of strategic thinking on organizational excellence. They concluded that organizations with strong strategic foresight and planning capabilities are better equipped to handle challenges and maintain long-term stability. When it comes to conflict management in the banking sector, it is evident that strategic intelligence one of the key factors emphasized in their study plays a vital role in enhancing adaptability and supporting the pursuit of long-term objectives. These principles are essential for effective conflict management, particularly in developing proactive strategies to prevent operational disruptions.

7.1.2. Study 2: Strategic Planning in the Jordanian Banking Sector

To this end, Alheet et al. (2021) examined the correlation between the real estate sector and the stock exchange concerning strategic management in Jordanian banks. According to the study, strategic planning and subsequent market risk identification help minimize conflicts in banks, as they become better prepared for such risks. Therefore, the study emphasizes the importance of incorporating external information into management planning and decision-making to ensure the ongoing functioning and stability of organizations' competitive positions.

7.1.3. Study 3: Business Intelligence Integration in Banking

Rao and Kumar (2011) examined the integration of knowledge management in the banking context. They focused on business intelligence systems as tools that facilitate real-time decision-making based on big data. The benefits of integrating BI with KM include enabling banks to make fewer conflicting decisions and operate more efficiently. This study acknowledges that competitive intelligence frameworks are essential for managing conflict and promoting sustainability.

7.1.4. Study 4: Business Intelligence Adoption in Jordanian Banks

Bany Mohammad et al. (2022) used the Technology-Organization-Environment (TOE) framework to assess the BIA in the Jordanian banking sector. Consequently, the research study showed that BI success factors include organizational support and technological support. These findings are applicable to this research because a firm's conflict management styles involve technological solutions and managerial backing for sustainable resolution.

7.1.5. Study 5: Societal Sustainability and Corporate Responsibility

In fact, using data from Jordan, Mansour et al. (2024) studied the effect of societal sustainability on corporate responsibility. Their evidence indicated that, specifically, companies engaging in sustainable management are likely to achieve better performance in the long run and can more easily cope with internal and external conflicts. This aligns with the argument that sustainability plays a mediating role in dispute resolution by ensuring that both short- and long-term organizational objectives are met.

7.1.6. Study 6: Knowledge and Business Intelligence in Banking

Bany Mohammad et al. (2022) discuss the topic of business intelligence and knowledge management, providing insights into how banks can improve their decision-making processes. The research suggests that trans-departmental knowledge exchange leads to fewer misunderstandings and conflicts, thereby reducing conflicts. This reaffirms the importance of strategic intelligence as an enabler of cross-functional collaboration and goal alignment with sustainability objectives.

7.1.7. Study 7: Strategic Intelligence and Decision-Making

Esmaili (2014) has also examined the effects of strategic intelligence on decision-making and planning processes. The authors suggested that it is easier for organizations that have developed substantial strategic intelligence platforms to manage uncertainty and align final decisions with strategic goals. The present study directly contributes to operationalizing the research theme by emphasizing the importance of strategic intelligence in conflict resilience within complex organizational settings such as banking.

7.1.8. Study 8: Strategic Intelligence and Financial Performance in the Commercial Banks in Kenya

A study by Blandina et al. (2021) explored the relationship between strategic intelligence and financial performance in Kenyan commercial banks. The research highlights how strategic intelligence, as a synergy of business intelligence, competitive intelligence, and knowledge management, contributes to financial stability and growth.

Using secondary data from the Central Bank of Kenya between 2016 and 2018, the study found that strategic intelligence positively affects return on equity, a critical indicator of financial performance. The research emphasizes that banks employing strategic intelligence experience better sustainability and operational resilience, aligning with the goals of long-term business success. The study's findings align with this research's focus on how strategic intelligence can enhance conflict management and sustainability efforts within Jordanian commercial banks.

8. RESULTS

8.1. Discussion and Implications

The study enhances knowledge in the practical application of strategic intelligence, sustainability, and conflict management to improve business effectiveness. Consequently, this research broadens both theoretical understanding and practical application of how sustainability mediates communication in strategic intelligence and conflict management.

8.2. Data Analysis

This research aims to examine the key factors influencing organizational conflict, with a specific focus on the roles of strategic intelligence and sustainability in Jordanian commercial banks. It also explores the mediating effect of sustainability within this relationship. To test the proposed model and hypotheses, the study employs Partial Least Squares Structural Equation Modeling (PLS-SEM), a method widely recognized for its effectiveness in predictive research. PLS-SEM is particularly suited for complex models, such as those involving mediation, and is robust against common data issues like non-normality and outliers (Ringle, Wende, & Becker, 2020). Its increasing adoption in business research reflects its flexibility and capacity to explain variance in dependent variables more effectively than traditional methods (Legate, Weinstein, & Ryan, 2024; Magno, Cassia, & Ugolini, 2024).

Given that the nature of the data in this study indicated a non-normal distribution, it is clear that the PLS-SEM method is best suited to addressing such issues (Cain, Zhang, & Yuan, 2017).

PLS-SEM employs two estimation models. The first model examines reliability and validity, while the second model assesses the statistical estimation of hypotheses and evaluates relationships between variables (Sarstedt, Ringle, Hair, & Gudergan, 2022).

8.3. Validity and Reliability (The Measurement Model).

The results of convergent validity and reliability are summarized in Table 1. Referring to Table 1, which shows that all average variance extracted AVE values were higher than 0.50, it can be concluded that convergent validity was achieved among the constructs. In addition, factor loading values were calculated, and the values were greater than 0.70, indicating that convergent validity was satisfactory and acceptable. Reliability was analyzed by calculating composite reliability (CR) and Cronbach's alpha values (Sarstedt et al., 2022). Since all values were higher than 0.70 for the first-order constructs, this indicates that reliability has been achieved.

Table 1. Reliability and convergent validity.

First-order construct	Item	Factor loading	AVE	CR	α
Strategic intelligence	SI1	0.821	0.640	0.914	0.887
	SI2	0.830			
	SI3	0.822			
	SI4	0.802			
	SI5	0.755			
	SI6	0.767			
Sustainability	S1	0.773	0.564	0.885	0.844
	S2	0.808			
	S3	0.817			
	S4	0.635			
	S5	0.720			
	S6	0.737			
Organizational conflict	OC1	0.742	0.540	0.875	0.833
	OC2	0.807			
	OC3	0.702			
	OC4	0.717			
	OC5	0.737			
	OC6	0.698			

The results presented in Table 1, concerning reliability and convergent validity, indicate that the measurement of the study's three constructs strategic intelligence, sustainability, and organizational conflict management meets the required statistical quality standards. All factor loadings exceeded the threshold of 0.60, reflecting strong relationships between the items and their respective latent constructs, thereby supporting the construct validity of the measurement model. The Average Variance Extracted (AVE) values were 0.640 for strategic intelligence, 0.564 for sustainability, and 0.540 for organizational conflict management all surpassing the minimum threshold of 0.50 thereby confirming the constructs' convergent validity. This indicates that the indicators reliably capture the theoretical concepts they are intended to measure. Regarding reliability, the Cronbach's alpha coefficients were strong across all constructs: 0.887 for strategic intelligence, 0.844 for sustainability, and 0.833 for organizational conflict management, demonstrating high internal consistency. Similarly, the Composite Reliability (CR) scores 0.914 for strategic intelligence, 0.885 for sustainability, and 0.875 for organizational conflict management exceeded the recommended benchmark of 0.70, reinforcing the robustness of the measurement model.

Consequently, the results presented in Table 1 confirm that the study's measurement instruments exhibit strong psychometric properties, ensuring both the reliability and validity of the collected data. This solid measurement foundation provides a high level of confidence for the subsequent analysis of causal relationships among strategic intelligence, sustainability, and organizational conflict management in Jordanian commercial banks. These findings also justify the use of Structural Equation Modeling (SEM) as the analytical approach for this study.

Discriminant validity assesses the extent to which constructs are statistically distinct from one another (Sarstedt et al., 2022) and it is a critical prerequisite before proceeding with hypothesis testing (Sabol, Hair, Cepeda, Roldán, & Chong, 2023). As shown in Table 2, all heterotrait-monotrait ratio (HTMT) values are below the threshold of 0.90, indicating that discriminant validity is established within the dataset (Henseler, Ringle, & Sarstedt, 2015). This confirms the appropriateness of advancing to the hypothesis testing stage.

Table 2. Discriminant validity: HTMT criterion.

	COMP	COP	COPX
COMP			
COP	0.737		
COPX	0.763	0.820	

The results presented in Table 2 confirm the discriminant validity of the study constructs strategic intelligence (COMP), sustainability (COP), and organizational conflict management (COPX) based on the Heterotrait-Monotrait Ratio of Correlations (HTMT) criterion. All HTMT values are below the recommended threshold of 0.85, with values of 0.737 between COMP and COP, 0.763 between COMP and COPX, and 0.820 between COP and COPX.

These findings demonstrate that each construct is empirically distinct, indicating that the measurement model possesses adequate discriminant validity. The moderate correlations among the constructs align with theoretical expectations, reflecting related but conceptually separate variables. This distinction reinforces the structural model's validity by ensuring that each construct captures a unique dimension within the study framework.

Consequently, the evidence strongly supports the discriminant validity of the variables, which is crucial for the accuracy of subsequent structural equation modeling (SEM) analyses and for drawing reliable conclusions about the relationships among strategic intelligence, sustainability, and organizational conflict management in Jordanian commercial banks.

8.3. Hypotheses Testing (Structural Model)

This study primarily aims to identify the factors influencing organizational conflict by investigating the roles of strategic intelligence and sustainability within Jordanian commercial banks. It also examines the mediating effect of sustainability in this relationship. To test the hypothesized relationships, Partial Least Squares Structural Equation

Modeling (PLS-SEM) was employed, utilizing a bootstrapping procedure with 5,000 subsamples to ensure robust parameter estimation. This non-parametric technique is well-suited for data that violate parametric assumptions, such as normality (Streukens & Leroi-Werelds, 2016).

The results of hypothesis testing revealed significant positive effects: strategic intelligence positively impacts sustainability (H1: $\beta = 0.334$, $t = 5.690$, $p < 0.001$) and organizational conflict management (H2: $\beta = 0.718$, $t = 20.105$, $p < 0.001$). Additionally, sustainability significantly enhances organizational conflict management (H3: $\beta = 0.447$, $t = 8.317$, $p < 0.001$), confirming the proposed mediating pathway.

The research model for this study includes a mediation hypothesis, H4, which posits that sustainability mediates the relationship between strategic intelligence and organizational conflict. As shown in Table 4, the mediation analysis is clear, with mediating effects that are strong and positive, indicating that sustainability has an indirect effect on the relationship between strategic intelligence and organizational conflict (H4: $\beta = 0.320$, $t = 7.985$, $p = 0.000$). Additionally, 95% confidence intervals were calculated, with both the lower and upper limits being positive, suggesting that the indirect effect is statistically significant (Preacher & Hayes, 2008).

Table 3. Hypotheses Testing.

Hypothesis	Relationship	Std. beta	Std. dev.	t-value	p-value	Decision
H1	Strategic intelligence \rightarrow sustainability	0.718	0.036	20.105	0.000	Supported
H2	Strategic intelligence \rightarrow organizational conflict	0.334	0.059	5.690	0.000	Supported
H3	sustainability \rightarrow organizational conflict	0.447	0.053	8.317	0.000	Supported

The results presented in Table 3 provide robust empirical support for all the hypothesized relationships in the study model. Specifically, the first hypothesis (H1) tested the relationship between strategic intelligence and sustainability, yielding a standardized beta coefficient of 0.718 with a t-value of 20.105 and a p-value of 0.000. This result, which is highly statistically significant, indicates a strong positive impact of strategic intelligence on sustainability within Jordanian commercial banks.

The second hypothesis (H2) examined the direct effect of strategic intelligence on organizational conflict management. The findings show a standardized beta of 0.334, a t-value of 5.690, and a p-value of 0.000, confirming a statistically significant positive relationship. This suggests that higher levels of strategic intelligence contribute to better conflict management practices.

Finally, the third hypothesis (H3) assessed the effect of sustainability on organizational conflict management. The results revealed a standardized beta of 0.447, a t-value of 8.317, and a p-value of 0.000, indicating a significant and positive relationship. This finding highlights the crucial role of sustainability in enhancing conflict management within banking organizations.

Overall, the results demonstrate that strategic intelligence not only directly influences sustainability and conflict management but also that sustainability independently contributes to improving conflict management outcomes. These findings validate the study's theoretical model and underscore the importance of integrating strategic intelligence and sustainability initiatives to foster more effective conflict management practices.

Table 4. Mediation testing.

Hypothesis	Relationship	Std. beta	Std. dev.	t-value	p-value	BCI LL	BCI UL
H4	Strategic intelligence \rightarrow sustainability \rightarrow organizational conflict	0.318	0.040	7.985	0.000	0.256	0.387

The results presented in Table 4 provide strong empirical evidence supporting the mediating role of sustainability in the relationship between strategic intelligence and organizational conflict management. Specifically, the indirect effect of strategic intelligence on organizational conflict through sustainability demonstrated a standardized beta coefficient of 0.318, with a t-value of 7.985 and a p-value of 0.000. Moreover, the bootstrapped confidence interval (BCI) for the indirect effect ranged from 0.256 to 0.387, with no zero value between the lower limit (LL) and upper limit (UL), which confirms the significance of the mediation effect.

These results indicate that sustainability partially mediates the relationship between strategic intelligence and conflict management, suggesting that part of the effect of strategic intelligence on managing organizational conflict is channeled through enhancing sustainability practices. In other words, strategic intelligence not only directly improves conflict management but also indirectly strengthens it by promoting sustainable management practices within organizations.

This finding is highly significant as it underscores the pivotal role of sustainability as a mechanism that amplifies the impact of strategic intelligence on conflict resolution effectiveness. It also aligns with the study's theoretical framework, which posits that integrating sustainability considerations into organizational practices enhances resilience and stability, particularly in dynamic and competitive environments such as the banking sector.

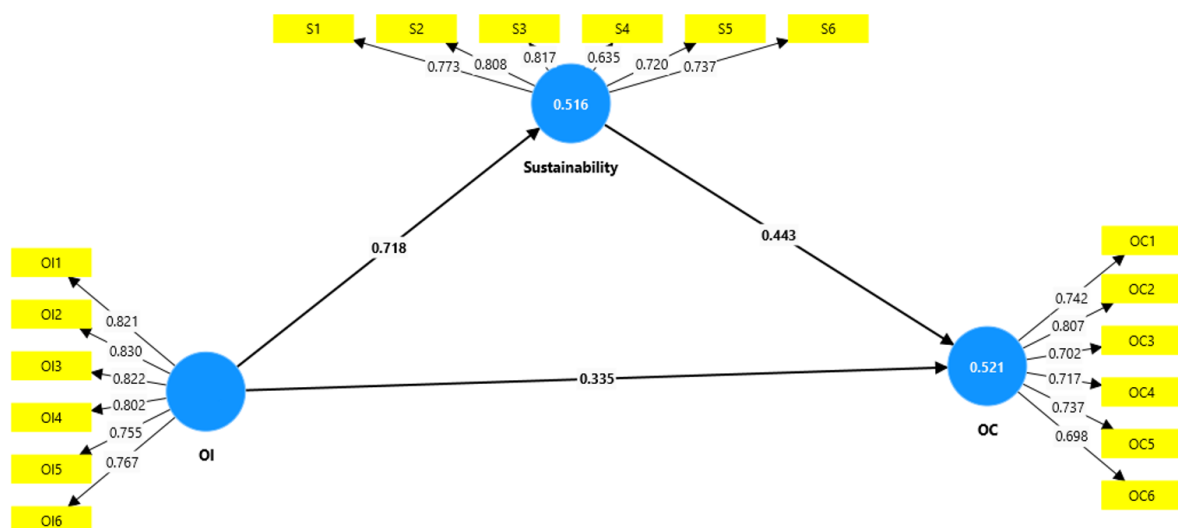


Figure 1. Hypothesized relationships.

The structural model depicted in the Figure 1 visually confirms the hypothesized relationships among the study constructs. The path from strategic intelligence (OI) to sustainability exhibits a strong standardized coefficient of 0.718, indicating a significant and positive influence of strategic intelligence on the adoption and enhancement of sustainable practices within Jordanian commercial banks.

Similarly, the direct effect of strategic intelligence on organizational conflict (OC) is reflected by a standardized path coefficient of 0.335, suggesting that strategic intelligence positively contributes to improving conflict management practices. Additionally, sustainability itself exerts a considerable positive effect on organizational conflict, with a standardized coefficient of 0.443. This indicates that sustainability plays a vital role in enhancing conflict management efforts by promoting stability and proactive organizational practices.

The R^2 values reported for the endogenous variables further support the explanatory power of the model. Sustainability achieves an R^2 value of 0.516, implying that strategic intelligence explains approximately 51.6% of the variance in sustainability. Likewise, organizational conflict management exhibits an R^2 value of 0.521, demonstrating that strategic intelligence and sustainability together explain 52.1% of its variance, indicating a relatively strong predictive capacity in social science research. Moreover, the factor loadings for the measurement items associated with each construct exceed the acceptable threshold of 0.7, confirming the reliability and validity of the indicators.

used. These results, in combination with the significant path coefficients and strong R^2 values, provide robust support for the model's validity and the theoretical framework underpinning the study.

In summary, the structural model highlights the critical mediating role of sustainability in strengthening the positive impact of strategic intelligence on conflict management and validates the integration of sustainability into strategic decision-making processes within the banking sector.

9. THEORETICAL CONTRIBUTIONS

The theoretical framework of this study extends Kuosa (2011) strategizing and Dyllick and Hockerts (2002) sustainable constructs by developing a research model of conflict management based on these two constructs. The present study established the synthesis of all variables, unlike earlier studies that investigated each of them separately while highlighting sustainability as a central variable. These results help further fill the gaps that previous research has noted, including but not limited to Alheet et al. (2021) in understanding the complexity of conflict situations in organizations.

10. PRACTICAL IMPLICATIONS

From a practical standpoint, the findings of this study highlight the urgent need to cultivate strategic intelligence competencies among organizational leaders particularly in areas such as data analytics and emotional intelligence (EI). Strengthening these capabilities will enhance the ability of bank managers not only to detect emerging conflicts but also to devise proactive strategies for addressing them effectively. Furthermore, prioritizing sustainability as a core organizational value ensures that conflict resolution efforts are aligned with broader sustainable development objectives. This alignment contributes to greater organizational adaptability and reinforces stakeholder confidence in the bank's long-term direction and ethical commitments.

11. POLICY RECOMMENDATIONS

Implications of policy in relation to the banking sector include the need to build capacity by training managers on aspects of strategic intelligence. Additionally, laws and regulations should facilitate the implementation of sustainability initiatives because they serve both external sustainability and organizational viability. By adopting SEM as an objective diagnostic measure for tracking conflict management practices, it will add another layer to the company's overall efforts in fine-tuning conflict management in relation to larger objectives.

12. FUTURE RESEARCH AND CONCLUSION

While this study offers valuable insights, it is not without limitations. Most notably, the absence of a longitudinal design restricts the ability to establish causality and limits the generalizability of the findings beyond the context of Jordanian commercial banks. Future research is encouraged to adopt longitudinal methodologies to better explore the temporal dynamics of the relationships examined, as well as to assess the model's applicability across different industries and diverse cultural environments.

Despite certain limitations, this study offers strong evidence highlighting the vital role of strategic intelligence combined with sustainability in managing organizational conflict. Together, these constructs provide organizations with a comprehensive framework to tackle complex challenges, ensuring that conflict management approaches are both effective in the immediate term and aligned with the organization's long-term goals and resilience.

13. RECOMMENDATIONS

Drawing on the study's findings, it is strongly recommended that Jordanian commercial banks adopt integrated strategic intelligence frameworks coupled with sustainability-driven practices to enhance conflict management effectiveness. Implementing advanced intelligence systems enables managers to systematically gather, analyze, and

act on critical information, thereby anticipating conflicts and responding proactively. The use of analytics and business intelligence (BI) tools further supports data-driven decision-making, aligning conflict resolution efforts with both operational demands and long-term strategic goals (Bany Mohammad et al., 2022; Esmaeili, 2014). Equipping managerial staff with targeted training is equally essential to develop the analytical expertise required for the effective application of strategic intelligence in conflict scenarios.

Incorporating Environmental, Social, and Governance (ESG) principles into conflict management frameworks is essential for embedding sustainability. This approach not only ensures timely and efficient dispute resolution but also fosters long-term organizational resilience. As noted by Dyllick and Hockerts (2002), aligning conflict strategies with economic, social, and environmental objectives enhances internal cohesion and drives overall productivity. Encouraging sustainable conflict practices among employees helps cultivate a strong, cohesive organizational culture built on resilience.

Conflict management must also be approached with a strategic, long-term perspective. Sustainable conflict resolution promotes institutional adaptability and confers a competitive advantage in volatile markets. Mansour et al. (2024) highlight that sustainability integration fosters organizational flexibility and stimulates innovation in conflict solutions. Managers should, therefore, champion policies that encourage cross-functional collaboration and positive engagement, laying the groundwork for sustained growth and organizational health.

Effective leadership is crucial in embedding strategic intelligence and sustainability. Senior leaders must actively support change initiatives by allocating resources and incentivizing a culture of continuous learning. Rao and Kumar (2011) emphasize that organizations led by sustainability-oriented leaders are better positioned to implement resilient, future-focused conflict management strategies. Leadership development should prioritize decision-making skills that align with sustainability principles.

Interdepartmental collaboration plays a key role in preventing conflict escalation and ensuring coordinated responses. Banks should leverage integrated BI platforms to facilitate seamless communication and teamwork across departments responsible for conflict resolution (Bany Mohammad et al., 2022). Strengthening these internal networks reduces misunderstandings and enhances organizational cohesion.

Ongoing feedback mechanisms are essential to keep conflict management strategies relevant and effective. Banks must regularly review and adapt policies to reflect evolving personnel dynamics and environmental shifts (Abu Yousef, AlKhazali, Qawasmeh, & Alshamayleh, 2023; Alheet et al., 2021). Structured feedback loops enable continuous improvement and timely responses to emerging challenges.

Finally, aligning conflict management with regulatory compliance is imperative. Legal or regulatory breaches can severely damage transparency and trust. Mansour et al. (2024) argue that integrating compliance into conflict strategies strengthens governance and reinforces institutional credibility. Therefore, strategic intelligence frameworks must be designed to remain agile and compliant with changing regulations, safeguarding organizational integrity.

14. CONCLUSION

The findings of this study confirm the proposed hypotheses, demonstrating that strategic intelligence is a crucial asset for managing organizational conflict within the Jordanian commercial banking sector. The results underscore the pivotal mediating role of sustainability, which integrates conflict management strategies into the broader organizational framework. Strategic intelligence equips banks to anticipate and address conflicts proactively, enhancing both operational efficiency and long-term growth. At the same time, sustainability ensures that conflict resolution efforts are aligned with overarching strategic goals, thereby fostering greater organizational stability (Mansour et al., 2024).

All theoretical assumptions received empirical support, highlighting the interconnected roles of strategic intelligence, sustainability, and conflict management. The combination of sustainability with strategic intelligence

leads to more effective and adaptive conflict resolution, particularly amid emerging market challenges. Sustainability contributes by emphasizing human-centered approaches, promoting resilience, and maintaining organizational order (Dyllick & Hockerts, 2002; Esmaeili, 2014). Unlike short-term reactive measures, sustainability fosters more robust, future-focused conflict management practices that ultimately strengthen organizational capacity over time (Mansour et al., 2024).

Among the hypotheses, the second highlighting sustainability's mediating role between strategic intelligence and conflict management is particularly significant. This suggests that sustainable conflict resolution not only resolves immediate disputes but also generates long-term value consistent with strategic objectives. Accordingly, conflict management, when guided by strategic intelligence, serves as a driver of both sustainability and organizational advancement (Alheet et al., 2021). These insights emphasize the critical need to integrate strategic intelligence and sustainability within organizational practices to enhance resilience and maintain a competitive advantage in dynamic financial markets.

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Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

Competing Interests: The authors declare that they have no competing interests.

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