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Organizational Behavior and Strategic Adaptation in Islamic Microfinance: Implications for Consumer-Centric Competitive Advantage

Osama M. Al-Hares[1], Ihab K. Magableh[2], Maher H. Mahrouq[3], Ashraf K. Magableh[4], Mahabba I. Magableh[5]

[1]School of Business, University of Wollongong in Dubai, UAE
Email ID: OsamaAlhares@uowdubai.ac.ae
[2]Arab Planning Institute, Kwait
Email ID: ihab@api.org.kw
[3]Association of Banks in Jordan, Amman, Jordan
Email ID: maher@abj.org.jo
[4]Ezymart Pty Ltd, Jordan
Email ID: Ash@ezymart.net.au
[5]Princess Sumaya University for Technology, Jordan
Email ID: mah20248093@psut.edu.jo

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KEYWORDS

Microfinance Institutions, Competitive Strategies, Dynamic Capabilities, and Microfinance Industry.

ABSTRACT

This study investigates the behavior of Islamic microfinance institutions with a focus on identifying their behavioral patterns, the factors that influence them, and their impact on competitive strategies. We adopted a quantitative research approach, combining descriptive and verificative analyses. We collected data through surveys and used Partial Least Squares (PLS) analysis to validate relationships between variables. The results indicate that islamic predominantly adopt Sharia-compliant-compliant strategies, emphasizing appropriate Islamic financial products and marketing techniques. Furthermore, positive organizational behavior fosters dynamic capabilities, which serve as a critical mediator between institutional behavior and competitive strategies. The study underscores the need for continuous strategic updates to maintain competitiveness in the evolving market, with dynamic capabilities playing a pivotal role in these adaptations. These findings enhance the understanding of behavioral dynamics in the sharia microfinance sector and offer significant implications for strategic decision-making and policy development. The research provides novel insights by uncovering the dynamic relationship between islamic behavior and strategic approaches within the context of the Islamic microfinance industry.

1. INTRODUCTION

Jordan has a dual financial framework that includes conventional and Sharia-compliant institutions. The development of Islamic banking since the early 1990s, characterized by the spread of Islamic financial institutions, has triggered rapid expansion in the Sharia-compliant financial sector. The framework includes Islamic commercial banks, Sharia-compliant MFIs, and financial cooperatives, all of which offer critical support to various segments of the Jordanian economy. Despite prevailing macroeconomic challenges, including high rates of unemployment and regional instability, financial institutions in Jordan remain critical tools of economic resilience. The role of Sharia-compliant MFIs is especially significant in enabling access to resources by Micro, Small, and Medium Enterprises, a sector that is central to the economic fabric of Jordan. Given economic challenges and a need for inclusive financing solutions, Jordan has adopted Microfinance Law No. 15 of 2015, which allowed the licensing and regulation of MFIs, including Sharia-compliant MFIs. These institutions must be licensed

by the Central Bank of Jordan (CBJ) and may be organized in the form of cooperatives or private entities, operating not just for-profit motivations but also with the intention of pursuing socially desirable goals.

However, before the enactment of the 2015 Law, many Islamic Islamic microfinance institutions (IMFIs) operated informally under the structure of Baitul Mal wa Tamwil or Sharia-compliant savings and loans cooperatives. Since regulation, there has been measurable growth in both the number and impact of these institutions. For instance, CBJ data indicates a consistent annual increase in the number of Islamic MFIs from 2015 to 2019, as visualized in table 1 (below). This upward trend reflects a growing demand for ethical, inclusive financial services in the Kingdom.

Year	Conventional MFIs	Sharia-compliant MFIs
2015	15	1
2016	88	14
2017	112	20
2018	142	39
2019	150	74

Table 1. Number of Conventional and Sharia-compliant MFIs in Jordan (CBJ, 2020)

Islamic MFIs in Jordan are expected to function dually as financial service providers and social upliftment tools. As noted by Qadariyah et al. (2017), their theoretical design includes mechanisms for community empowerment. However, practical challenges such as limited human capital, public skepticism, and inter-sectoral competition often constrain performance. Nonetheless, these institutions play a vital role in supporting marginalized groups and accelerating MSME growth. By 2020, 28,957 cooperatives existed across Jordan, with 980 classified as Sharia-compliant, although only 192 were reported active (Ministry of Industry, Trade and Supply - Jordan, 2021). These active institutions are predominantly located in Amman, Irbid, and nearby regions, underlining their concentration in areas with dense economic activity. Moreover, integrated Islamic business centers, functioning as Sharia-compliant microfinance hubs, serve both financial and social roles. These centers facilitate productive financing while acting as Baitul Maal, redistributing funds for community welfare. Yet, challenges remain—particularly in management quality and capital sufficiency—that hinder optimal competitiveness in the national financial arena (Rusydiana & Firmansyah, 2018).

Therefore, this study explores competitive strategy models applicable to Sharia-compliant MFIs in Jordan. Using a Sharia economics perspective and path analysis, we aim to identify key behavioral and capability-based variables that influence institutional strategy. This research's outcomes will deliver an evidence-based roadmap with a focus on enhancing the competitiveness and sustainability of Islamic Microfinance Institutions (MFIs) within Jordan's evolving financial landscape. Secondly, competitive practices among Sharia-compliant MFIs in Jordan have a significant correlation with several United Nations Sustainable Development Goals (SDGs), thereby highlighting the multifaceted contributions toward social, economic, and institutional development. Firstly, the research contributes significantly to SDG 1: No Poverty through empowering Islamic MFIs to serve low-income and marginalized segments more effectively. By facilitating strategic identification of competitiveness and sustainability enhancements, the research assists the institutions in expanding outreach and capital deployment to microenterprises, thereby enabling them to promote inclusive economic participation. This aspect is of particularly critical significance in Jordan, given the economic woes and limited job opportunities that continue to afflict vulnerable populations. A closely related emphasis is alignment with SDG 5: Gender Equality. Across much of Jordan, most notably in rural and conservative regions, women entrepreneurs depend to a significant degree on Sharia-compliant microfinance, propelled by cultural values and trust in Islamic financial mechanisms. The capacitation of IMFI strengths directly reinforces the financial inclusion and economic empowerment of females, allowing them to initiate and expand businesses, support families, and contribute to community development. With reference to innovation and infrastructure, this research is aligned with SDG 9: Industry, Innovation, and Infrastructure. By advocating for strategic enhancements in Islamic MFI business models and governance, the research facilitates the formulation of adaptive financial products and services that accommodate underserved markets. This endeavor fosters a more resilient financial system, with the capability to absorb external shocks and address the distinctive needs of resident populations. Lastly, the research lends support to SDG 10: Reduced Inequalities, most notably regarding access to financial resources. It promotes greater financial inclusion for marginalized groups such as refugees, rural populations, and unemployed youth, helping to reduce socio-economic and regional disparities across Jordan. Strengthened IMFIs can reach remote areas with customized, ethical financial services that traditional banks may avoid due to profitability concerns.

Within the context of governance, the research supports Sustainable Development Goal 16: Peace, Justice, and Strong Institutions by strengthening the institutional integrity of Islamic microfinance institutions (MFIs). Through the emphasis placed on the need for strict compliance with Sharia principles, adherence to regulatory practices, and operations that are

transparent in nature, it ensures that these institutions perform with accountability and maintain ethical standards, thus creating a sense of trust and resilience in the financial system. In addition, the work supports Sustainable Development Goal 17: Partnerships for the Goals by promoting collaboration among regulatory institutions (like the Central Bank of Jordan), financial institutions, educational institutions, and development organizations. Such collaborations can foster the sharing of knowledge, coordinated policy interventions, and the development of inclusive financial infrastructures across the country. Through these various contributions, the study demonstrates how carefully focused improvements in Sharia-compliant microfinance can serve as key drivers of inclusive, ethical, and sustainable development across Jordan. It not only supports the growth of an important financial sector but also strengthens the country's trajectory towards multiple interrelated global goals.

2. THE LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Recent studies show that organizational practices—especially those promoting cognition and knowledge sharing—are strong predictors of dynamic capabilities in financial institutions. In MFIs, Hery Verianto et al. (2023) found that better human resource management and quality control significantly influence dynamic capabilities. In Jordanian Islamic MFIs, pro-organizational behavior—such as adherence to Sharia ethics and collaborative decision-making—can both reinforce internal cohesion and foster the agility needed to respond to volatile markets. The need to innovate within Islamic social objectives increases pressure to adopt adaptive behaviors.

H1: Islamic MFIs that exhibit stronger organizational behaviors (e.g., team learning, ethical norms, continuous improvement) will demonstrate higher levels of dynamic capabilities.

Dynamic capabilities are crucial for enabling organizations to reconfigure resources and maintain competitive parity in shifting environments. According to Ghanaian MFIs studies show strategic capabilities mediating between competitive advantage and sustainability . In Jordanian Islamic banks, dynamic capabilities mediate foresight and strategic renewal. Across industries, sustainable dynamic capabilities are empirically linked to market-oriented competitive strategies.

Contextual insights in Islamic MFIs in Jordan face dynamic socio-economic and regulatory pressures. Those who can reconfigure their product portfolios, redistribute financial and social capital, and proactively respond to market signals will formulate and implement competitive strategies—like differentiated Sharia-compliant products and ethical branding—more effectively.

H2: Higher dynamic capabilities in Islamic MFIs will be associated with stronger adoption of sustainable competitive strategies (e.g., product differentiation, market responsiveness, and cost leadership within Islamic finance norms).

Dynamic capability theory posits that organizational routines and culture alone are insufficient—they must be translated into sensing and reconfiguration processes to yield strategic advantage. In microfinance, Hery Verianto et al. (2023) established dynamic capabilities as a mediator between HRM practices and performance. In Islamic banking in Jordan, dynamic capabilities partially mediate between strategic foresight and renewal. Ghanaian MFIs likewise show strategic capabilities mediation of competition to sustainability SMEs in Saudi Arabia also confirm dynamic capability mediation between CRM and sustainable advantages. In Jordan's Islamic MFI sector, strong organizational behaviors—like Sharia-based values, employee development, and collective learning—should translate into competitive strategies only if filtered through dynamic capabilities (e.g., sensing market demand for Islamic financing, reconfiguring product lines, and integrating stakeholder feedback).

H3: Dynamic capabilities will mediate the effect of organizational behavior on competitive strategy in Islamic MFIs, such that positive organizational behaviors enhance competitive strategy primarily through their impact on dynamic capabilities.

Hypothesis	Theory	Empirical Support	Contextual Insight
H1	Dynamic Capabilities Theory	Hery Verianto et al. (2023); SN Business & Economics (2022); strategic leadership studies	Jordanian MFIs with Sharia-driven culture can build dynamic capabilities through ethical embeddedness and learning
H2	Dynamic Capabilities & Resource-based View	Ghana MFIs (2024); Jordanian Islamic banks (2022); SMEs in KSA (2023)	Competitive advantage in Islamic MFIs hinges on their ability to sense and respond to ethical market cues
H3	Capability mediation logic	Mediations in MFIs & Islamic banks	Organizational behavior affects competitive outcomes only through dynamic capability deployment

3. RESEARCH DESIGN

The study focused on Islamic MFIs (IMFIs) registered and regulated by the Central Bank of Jordan (CBJ) as of 2023. Data collection was done through structured surveys sent to managers, directors, and senior staff across these institutions. A purposive sampling approach was employed targeting IMFIs that first, legally registered and licensed by CBJ. Second, actively lending and/or saving for at least 2 years. third, Willing to provide data on strategic, behavioral, and operational practices. Moreover, Justification for purposive sampling stems from the targeted need to study dynamic strategy formation in Islamic microfinance, which is not generalizable to all MFIs or conventional banks.

Table 2. Sample Selection Procedure

Stage	Step Description	Quantity	Notes
1	Total registered Islamic MFIs in Jordan (as per CBJ)	192	Ministry of Industry, 2021
2	Active and reachable MFIs (contactable, not dormant)	124	Verified through calls/emails
3	MFIs agreeing to participate	92	Response rate = 74.2%
4	Surveys returned with full data	78	14 excluded for incomplete answers
5	Final sample analyzed	78	Used in PLS-SEM

3.1. Variables Classification and Explanation

Table 3. Variable Definition

Variable Type	Variable Name	Definition	Operationalization	Source/Scale
Independent Variable	**Organizational Behavior (OB)**	Pro-social, ethical, and learning-based practices within Islamic MFIs	Measured using Likert-scale items on employee engagement, teamwork, Sharia compliance, ethical practices	Adapted from Podsakoff et al. (2000); Rusydiana & Firmansyah (2018)
Mediating Variable	**Dynamic Capabilities (DC)**	The ability of IMFIs to adapt, integrate, and reconfigure internal and external competences	Measured via constructs of sensing, seizing, and reconfiguring	Based on Teece (2007), validated in Islamic microfinance by Verianto et al. (2023)
Dependent Variable	**Sustainable Competitive Strategies (SCS)**	Long-term market strategies driven by ethical advantage and innovation	Measured via strategic orientation, cost leadership, innovation, and Sharia-based differentiation	Adapted from Porter (1985); validated in the MFI context by Pratama & Wardhani (2021)
Control Variables	**Institution size, age, location, type**	Institutional features that may influence OB, DC, or SCS	Categorical data collected from organizational records	Organizational demographics (CBJ, 2020; Ministry of Industry, 2021)

In an industry, the structure conduct performance (SCP) framework **(Bain, 1951a; Kraemer & King, 2006; Mason, 1948)**, designed in an effort to analyze and contextualize industry competitive conditions by examining how the underlying structure (factors that determine market competitiveness) of an industry is related to, and influences behavior (behavior) and performance ("track-record" or success in the industry /market) company **(Panagiotou, 2006)**. This framework also considers public policies that impact, and consequently influence, the structure and behavior of firms and considers the basic conditions of supply and demand in each particular industry that influence structure. In time, the framework has also been adopted by strategic management and in the field of strategic groups it enjoys wide application, since strategic groups are investigated, in general, on their SCP variables **(Panagiotou & van Wijnen, 2005)**.

Researchers over the years have used the SCP framework to investigate industry dynamics, competitive market structure competitiveness, structural evolution and strategic change **(Fiegenbaum & Thomas, 1995; Hatten & Hatten, 1987; McGee et al., 1995; Nohria & Garcia-Pont, 1991; Porter, 1980)**. Some have used the concept to examine intra-industry variations in competitive behavior and firm performance **(Cool & Schendel, 1988; Fiegenbaum & Thomas, 1990, 1995; McGee & Thomas, 1986; Nair & Kotha, 2001; Parnell, 2011; Smith et al., 1997)**. Other studies have used it to analyze differences in profitability **(Afuah, 2002; Helfat & Peteraf, 2015)**, mobility barriers **(Ferguson, 2000; Harrigan, 1985; Raithel & Schwaiger, 2015; Sudharshan et al., 1991)** and competitive positioning **(Fiegenbaum & Thomas, 1990; Helfat & Peteraf, 2015)**.

Views **(Lopez, 2001; Suleman, 2018)** the Structure-Conduct-Performance (SCP) Analysis paradigm relies on secondary data to measure industrial performance. In effect, separating it from the real problem that has created the as-is or current situation that has been created through the competitive enforcement process **(Weick, 1995, 2012)** and that is the consequence of decision making. So the central role of managers is important in industrial dynamics **(Hodgkinson, 1997; Narayanan et al., 2011; Stubbart, 1989)**. Company behavior in an industry is the company's pattern of responsiveness and adjustment in an industry/market to achieve its goals. Howe deep **(Taillie et al., 2020)** grouping the behavior (conduct) implemented by companies in the industry into: (1). price policies (price policies), (2). Product policies (product policies), and (3). sales policies. Market structure will give rise to company policies (price and non-price policies) that are different for each form of market it faces. If the behavior of companies in the industry is in accordance with the market structure they face, then the companies in the industry will achieve their goals **(Bain, 1951b)** defines market structure as characteristics of market organization that influence the nature of competition and prices in the market.

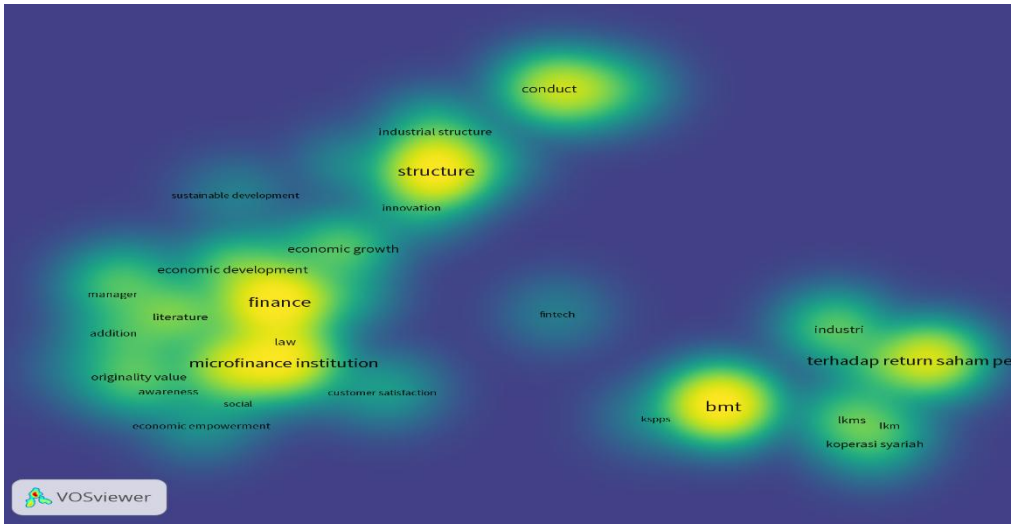

Figure 1. Competitive strategies of Financial Institutions

Figure 2 is known based on Vosviewer on the topic of industrial economics, competitive strategy of financial institutions, in terms of title and keywords, not the content of the article, it shows that Sharia-compliant microfinance institutions are still rarely researched because they are described as still quite dark in color. So based on VosViewer obtained from journal articles on Google Scholar, Scopus and Crossref, Sharia-compliant microfinance institutions still need to be researched, especially when linked to competitive strategies. Islamic MFIs (IMFIs) behavior.

The research uses quantitative methods with descriptive and verification analysis. Data is collected through surveys to test hypotheses. The Partial Least Square (PLS) method is used to analyze the relationship between variables. In this research, the data collection process was carried out through a survey method (Creswell, 2009). Data for analysis comes from two main sources: primary data collection through questionnaires to financing business units at Sharia-compliant Microfinance Institutions in Amman and surrounding governorates, represented by leaders, and secondary data collection from public reports and official documents from Sharia-compliant Microfinance Institutions, related agencies, Financial Services Authority, and Bank Jordan. Ordinal data is filled in by the consumer financing business unit at the Sharia-compliant Microfinance Institution in Amman and surrounding governorates, represented by their leadership.

The data collection technique uses field studies by distributing questionnaires to consumer financing business units at Sharia-compliant Microfinance Institutions in Amman and surrounding governorates, represented by leadership. The questionnaire was designed with closed-end indicators and a Likert Type Scale. Apart from that, interviews with customers are also carried out to verify data. Literature studies are also used to obtain secondary data from various sources, including literature, journals, official documents and related regulations. The unit of observation in this research is the business unit of sharia microfinance institutions, at senior manager level and above and manager level including regional offices and operational branches, while

the unit of analysis is employees of sharia microfinance institutions selected as samples. The sample selection stages are as follows:

Determination of the Observation Unit, namely the observation unit is a Sharia-compliant Microfinance Institution in Amman and surrounding governorates, namely the Sharia-compliant Cooperative / Sharia-compliant-compliant financial cooperative Islamic microfinance institution (IMFI). While Population Determination is in Sharia-compliant microfinance institutions in Amman and surrounding governorates, there are 192 Sharia-compliant cooperatives in the Amman and surrounding governorates Province Cooperative and Small Business Service. Sample determination includes elements of part of the population (Cooper & Schindler, 2014). The purposive sampling technique is applied in selecting research samples, namely the technique of determining a sample from a population that has certain characteristics/considerations (Cooper & Schindler, 2014) by determining sharia microfinance institutions registered with the Central Bank of Jordan (CBJ) and the Amman and surrounding governorates Province Sharia-compliant Cooperatives and Small Business Service as selected as observation or sample units.The sample size calculation with an estimated margin of error of 10% in this study is as 130 Islamic MFIs (IMFIs). Assuming that there are many variations of sharia microfinance institutions operating in the sharia financial institution financing unit industry, the sample was selected based on the criteria for covering the business area of an Islamic MFIs (IMFIs) in one village/sub-district, sub-district, or district/city area, with the following criteria : 1) LKM has a village/subdistrict business scale if it provides loans or financing to residents in 1 (one) village/subdistrict; 2) LKM has a sub-district business scale if it provides loans or financing to residents in 2 (two) or more villages/sub-districts in the same 1 (one) sub-district area; 3) LKM has a district/city business scale if it provides loans or financing to residents in 2 (two) or more sub-districts in the same 1 (one) district/city area.

This is in accordance with the rule of thumb for research with SEM, namely; including (a) a minimum sample size of 100 or 200 (Boomsma, 2000); (b) 5 or 10 observations per parameter estimate (Chou & Bentler, 2002) (Bollen, 2005); and c) 10 cases per variable (Rhodes et al., 2017). According to (Hair, 2015), The minimum sample for the Structural Equation Model (SEM) method is 100 respondents for models that have a maximum of 5 constructs and a minimum of 500 respondents for models that have many constructs. Preparing the Questionnaire: The questionnaire will be prepared based on the operationalization of the variables described above, then it will be distributed to the total sample that has been determined at 130 Islamic MFIs (IMFIs) in Amman and surrounding governorates. The unit of analysis for this research is the manager, the Sharia-compliant Supervisory Board (DPS) and members of the Sharia-compliant LKM. Tabulation and Data Transformation: At this stage the questionnaire that has been filled in completely will be tabulated, that is, scoring will be carried out, then the scoring data obtained will be transformed into interval data which is ready to be analyzed.

4. RESULTS AND DISCUSSION

The results of this research were analyzed using a descriptive statistical quantitative method approach and hypothesis testing with partial least squares (PLS). The variables involved in this research are industrial behavior, dynamic capabilities and competitive strategies of Islamic MFIs (IMFIs) in Amman and surrounding governorates.

4.1 Test the validity and reliability of the pre-survey

At a 95% confidence level, the significance level cannot be ≥ 0.05. This means that if the significance value is ≥ 0.05 then the question item is invalid and must be corrected/excluded and then tested again. From the data above it can be seen that all questions are valid, which means they have a positive correlation.

Table 4. Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.977	.979	40

Cronbach's Alpha results for all questions were 0.977 or 97.7%. If the comparison alpha is set at 0.6 or 60%, then 0.977 > 0.6 which means the data is reliable. A

4.2 Partial Least Square

This analysis is a statistical analysis that estimates the influence of variables simultaneously with the aim of prediction studies, exploration or development of structural models, Hair et el (2019). Model evaluation in PLS consists of evaluation of the measurement model, evaluation of the structure model and evaluation of the goodness and suitability of the model (model quality).

a. Evaluation of measurement models

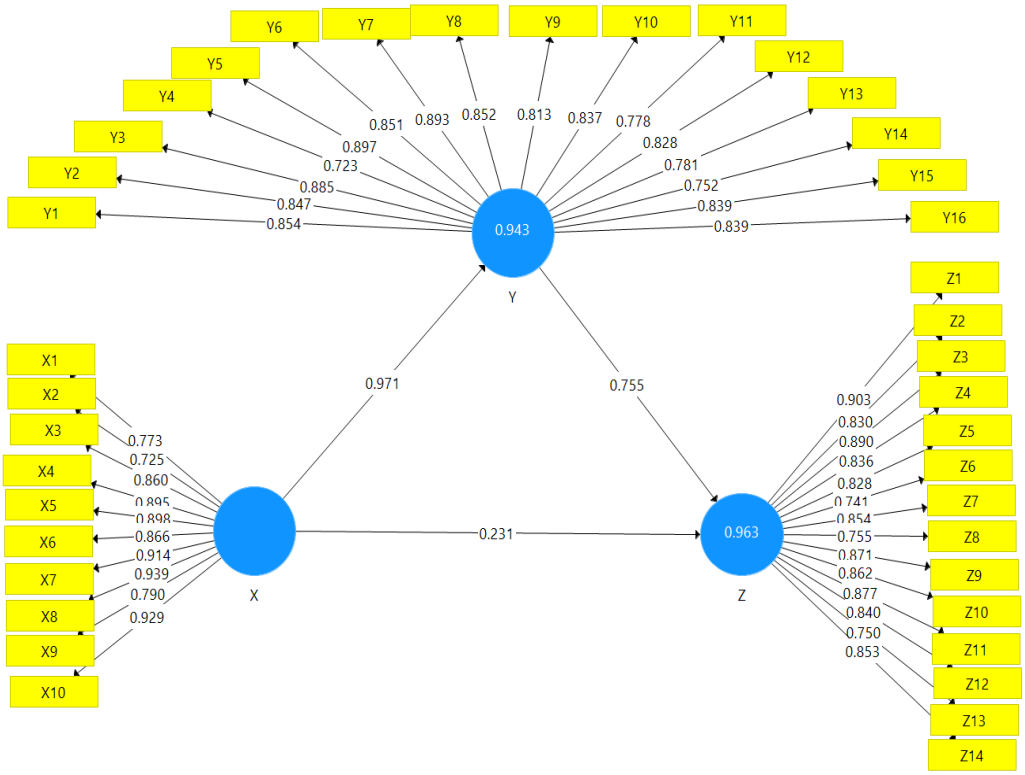

Figure 2. Loading Factor

Based on the output results in the diagram above, all measurement items have a loading factor (LF) above 0.70, which means that the measurement items validly reflect variable measurements.

All measurement items validly measure the variables they measure. The Loading Factor value for measurement item that most highly reflects the measurement of organizational behavior variables is X8. "This result shows that when organizational behavior improves it will be reflected/reflected more highly in measurement item X8," namely Islamic MFIs (IMFIs) in overcoming problematic financing using a sharia approach (confirmation with problematic mudharib). This indicates that efforts to overcome problematic financing will greatly determine organizational behavior. It turns out that the solution using a sharia approach, namely confirmation, communication and friendship, is the right step. Likewise, employee behavior that is in accordance with sharia, namely covering their intimate parts, behaving politely and being punctual is important. Another important thing about Islamic MFIs (IMFIs) is that the source of investment capital and financing comes from sharia financial institutions because financing is the main source of income.

Dynamic capability variable, LF of measurement item Y5 is (0.90) which means that any changes to the dynamic capability variable will be reflected in item Y5 amounting to (0.90 x 0.90 = 81%). The most important measurement item that describes/reflects the measurement of the dynamic capability variable is Y5 with LF=0.90, namely that the material provided in seminars and training is appropriate to support the product development process.

Meanwhile, for the competitive strategy variable, the LF of the Z1 measurement item is (0.90), which means that any changes to the competitive strategy variable will be reflected in item Z1 of (0.90 x 0.90 = 81%). The most important measurement item that describes/reflects the measurement of competitive strategy variables is Z1 with LF=0.90. Z1, namely Islamic MFIs (IMFIs), has product offerings that are attractive to the target market and comply with sharia. This finding is very logical where the determinant of competitive strategy is product differentiation that is attractive to the market.

The complete output of LF with its t statistic is as follows: After all measurement items have LF≥0.70, carry out a Composite Reliability (CR) and Average Variance Extracted (AVE) check.

The level of reliability that is generally reported in PLS is Composite Reliability (CR), however in Hair et al (2019) it is also necessary to report Cronbach's Alpha and Rho A values. Overall, the statistical measure of reliability of the resulting variables has a value above 0.70 (reliability). The Composite Reliability value for the organizational behavior variable is 0.97, which means that overall, the measurement items that measure the organizational behavior variable have an acceptable level of

reliability (CR > 0.70). These measurement items are consistent/reliable in measuring organizational behavior variables. An AVE value above 0.50 indicates that the mean variance of the measurement items contained by the variable is above 50%. The AVE value for organizational behavior is (0.74) > 0.50, which means that the variation in measurement items X1, the results of this evaluation conclude that the evaluation of the measurement model from the aspect of convergent validity is fulfilled.

Cross loadings describe the evaluation of discriminant validity at the indicator level. Cross loadings contain the LF matrix or correlation between each measurement item and all variables. Item X8's correlation with organizational behavior variables is (0.94) higher than its correlation with dynamic capabilities (0.92) and correlation with competitive strategy (0.80). All measurement items X1 to X10 correlate more strongly with organizational behavior variables and correlate more weakly with other variables; Likewise, the measurement items for each variable correlate more strongly with the main variable it measures. This indicates that each variable shares the variance more strongly with the respective items that measure it. Overall, the discriminant validity aspect at the measurement item level is fulfilled.

b. Evaluation of the structural model

Table 5. testing hypothesis results Path Coefficient and T Statistics)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X -> Y	0.97	0.97	0.01	121.46	**0.00**
X -> Z	0.23	0.22	0.09	2.55	**0.01**
Y -> Z	0.76	0.77	0.09	8.59	**0.00**

Based on the path coefficient table above, it is known as follows: The influence of organizational behavior on dynamic capabilities (0.97) and is significant with t statistics (121.46 > 1.96) or p value (0.000 < 0.05). Hypothesis accepted. Every change in organizational behavior variables will significantly increase dynamic capabilities.

The influence of organizational behavior on competitive strategy is (0.23) and significant with t statistics (2.55 > 1.96) or p-value (0.01 < 0.05). Hypothesis accepted. The influence of dynamic capabilities on competitive strategy (0.76) and significant with t statistics (8.59 > 1.96) or p-value (0.000 < 0.05). Hypothesis accepted.

Table 6. Confident Interval Path Coefficients

	Original Sample (O)	Sample Mean (M)	2.5%	97.5%
X -> Y -> Z	0.73	0.75	0.59	0.94

SmartPLS 3 includes a 95% Confident Interval output for each path coefficient of influence between variables. In addition to the significance of the path coefficient, a 95% confidence estimate of the path coefficient also needs to be reported. These results are very important in a policy recommendation. "The magnitude of the influence of organizational behavior on competitive strategy in the 95% confidence interval is between 0.59 to 0.94. This means that if there is treatment or effort to improve Islamic MFIs (IMFIs) organizational behavior, the influence on improving competitive strategy can increase to 0.94

c. Mediation Test

Mediation variables explain that there are variables that act as intermediate/intervening influences on one variable on another variable. Organizational behavior is thought to have a direct effect (direct effect) on competitive strategy and indirectly (indirect effect) through dynamic capabilities so that capability acts as a mediating variable/between the influence of organizational behavior on competitive strategy. The mediation test means whether the dynamic capability variable acts as a mediating (intervening) variable in the influence of organizational behavior on competitive strategy. A mediation test can be carried out if the path coefficient of organizational behavior towards competitive strategy is significant.

Table 7. specific indirect effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X -> Y -> Z	0.73	0.75	0.09	8.43	**0.00**

The mediation test can be seen from the specific indirect effect table. The results are as follows: dynamic capabilities significantly mediate the influence of organizational behavior on competitive strategy with a mediation path coefficient of (0.73) and significant with t statistics (8.43 > 1.96), p-value 0.00 < 0.05.

Table 8. Confident Interval Path Coefficient Mediasi

	Original Sample (O)	Sample Mean (M)	2.5%	97.5%
X -> Y -> Z	0.73	0.75	0.59	0.94

The confidence interval or mediation test confidence interval is as follows: In the 95% confidence interval, the dynamic capability variable mediates the influence of organizational behavior on competitive strategy between 0.59 to 0.94.

d. Evaluation of goodness and fit of the model (evaluation of model quality)

The quality of the model is described by the following namely:

- R square, namely how much of the variance in endogenous variables can be explained by exogenous variables;
- f Square, namely how much influence the variable has at the structural level;
- upsilon statistics (v), namely the effect size of the mediating variable, shows how big the influence of the mediating variable is at the structural level.
- The Gof index shows how good the measurement model and structural model are as a whole.
- SRMR i.e. how well the empirical data fits the model;

Table 9. R Square table

	R Square	R Square Adjusted
Y	0.94	0.94
Z	0.96	0.96

R square describes the amount of variance in endogenous variables explained by exogenous/endogenous variables. In the table above: The variation in satisfaction variables explained by dynamic capabilities and competitive strategy is 94%. In Hair et al (2021) including high influence.

Table 10. F Square table

	X	Y	Z
X		**16.48**	0.08
Y			**0.88**
Z			

- **Effect Size Mediation Test**

SmartPLS 3 and 4 do not produce mediation test effect size outputs. How big is the influence of the motivation variable as a mediating variable in the structural model? Therefore, it can be calculated manually as follows. In Lachowicz et al (2018) the mediation effect can be calculated from the square of the path coefficient of the influence of religiosity on motivation multiplied by the square of the path coefficient of the influence of motivation on satisfaction. The formula is as follows.

$\mathbf{V= \beta^2_{MX}\ \beta^2_{MX}}$ (1)

Where:

$\mathbf{\beta^2_{MX}}$ is the path coefficient of the influence of X on Y

$\mathbf{\beta^2_{MX}}$ is the path coefficient of the influence of Y on Z

$\mathbf{V= \beta^2_{MX}\ \beta^2_{MX}}$ (2)

$= (0.97)^2 \text{ x } (0.76)^2$

$= 0.9409 \text{ X } 0,5776$

$= 0,54$

Interpretation of the upsilon mediation effect size value (v) refers to Cohen's recommendations in Ogbeibu et al (2020), namely 0.01 (low mediation effect), 0.075 (medium mediation effect) and 0.175 (high mediation effect). Based on the calculations above, the role of dynamic capabilities in mediating the indirect influence of organizational behavior on competitive strategy at the structural level is relatively high.

The Goodness of Fit Index (GoF Index) is an evaluation of the entire model which is an evaluation of the measurement model and structural model. This GoF index can only be calculated from a reflective measurement model, namely the root of multiplying the geometric mean communality by the mean R square. Communality is the square of the loading factor. According to Wetzels et al (2009), the interpretation of the GoF index values is 0.1 (low GoF), 0.25 (medium GoF) and 0.36 (high GoF). The calculation results show that the GoF value of the model is root (0.7065925 x 0.95) = 0.819306338, including the high GoF category. Empirical data is able to explain measurement models and measurement models with a high degree of suitability.

5. DISCUSSION

Behavior of Islamic MFIs (IMFIs) in Amman and surrounding governorates in competitive strategies in the microfinance industry

Based on the results of research related to the behavior of sharia microfinance institutions in the microfinance industry in Amman and surrounding governorates, a number of findings were obtained which can be used as a reference in making policies. Based on the Loading Factor value, it was found that the highest score for organizational behavior, namely Islamic MFIs (IMFIs), in dealing with problematic financing used a sharia approach (confirmation with problematic mudharib), because of the principles of justice, transparency, and the prohibition of interest, gambling and speculation activities inherent in Islamic finance. Riwajanti (2013) also revealed that the sharia approach in microfinance is based on the principles of mudharabah (trustee partnership), musyarakah (sharing of profits and losses), and murabahah (sales-based financing). This indicates that efforts to overcome problematic financing will greatly determine organizational behavior. Then, in the dynamic capability variable, it was found that the most important measurement was that the material provided in seminars and training was appropriate to support the product development process. Seminars and training can help overcome challenges in Islamic MFIs (IMFIs) product development by providing a platform to share best practices, discuss challenges, and learn from experts in the field. It can also serve as a capacity building tool for microfinance institutions, enabling them to develop and implement sharia-compliant products and services that meet the needs of their target markets. Seminars and training also provide in-depth knowledge about sharia microfinance, its concepts, models and operational practices to the community to increase public knowledge regarding Islamic MFIs (IMFIs). Apart from that, this explains the importance of seminars and training in supporting the product development process of sharia microfinance institutions.

In the competitive strategy variable, it was found that the most important measurement is that Islamic MFIs (IMFIs) has a product offering that is attractive to the target market and is sharia-compliant. Sharia-compliant Microfinance Institutions offer products that are attractive to the target market and comply with Sharia-compliant law by adhering to the principles of justice, honesty and transparency. These institutions use sharia-based marketing strategies that are oriented towards fulfilling the needs and desires of their clients while still upholding the Al-Qur'an and Sunnah (Shulthoni et al., 2023). Apart from that, Islamic MFIs (IMFIs) focuses on providing convenient transactions, attractive product offers, post-transaction attention, attracting consumers, and providing prizes to maintain consumer loyalty (Shulthoni et al., 2023). These strategies help differentiate SMIs from conventional financial institutions and make their products more attractive to the target market.

Determinants that influence the dynamic capabilities of Sharia-compliant MFIs in Amman and surrounding governorates

Furthermore, research results based on path coefficients found that organizational behavior has a significant positive influence on dynamic capabilities. In other words, every change in organizational behavior variables will significantly increase dynamic capabilities. Dynamic capabilities (DC) are the ability of organizations to integrate, build, and reconfigure internal and external competencies, which they leverage to adapt to change and achieve success (Cristofaro & Lovallo, 2022; Teece, 2023). On the other hand, organizational behavior refers to the actions, attitudes and performance of employees in an organization (Kurtmollaiev, 2020).

The relationship between organizational behavior and dynamic capabilities is also seen in the role of organizational routines in shaping dynamic capabilities. Organizational routines are “repetitive, identifiable, and socially shared patterns of action” that companies use to coordinate and manage their activities. These routines can be dynamic, allowing the company to adapt and respond to environmental changes (Teece, 2023). Furthermore, Drago et al (2022) also explain that capability is closely related to organizational behavior, because it involves the ability of individuals and groups within the organization to learn from experience, adapt to new information, and respond to market changes. Then, organizational behavior has a significant positive influence on competitive strategy. Competitive strategy refers to a series of actions and initiatives that a company undertakes to gain a competitive advantage over its competitors in the industry (Ployhart, 2015). Research has shown that organizational behavior plays an important role in shaping competitive strategy. By understanding individual and group behavior within an organization, companies can develop strategies that utilize their human resources effectively, resulting in

sustainable competitive advantage. Additionally, alignment of organizational behavior with competitive strategy is critical to successful strategy implementation. Organizational behavior influences how strategy is executed, how employees collaborate, and how organizational culture supports strategic goals (Cooper et al., 2017). This alignment ensures that the human element in the organization is optimized to effectively support and drive competitive strategy.

Dynamic capabilities for the competitive strategy of Sharia-compliant MFIs in Amman and surrounding governorates

Dynamic capabilities have a significant positive influence on competitive strategy. This allows companies to adapt to environmental changes, secure value creation potential, and achieve competitive advantage. There are several factors behind this, including those explained by Wójcik (2015), namely, 1) dynamic capabilities, where dynamic capabilities allow companies to reconfigure their resources and capabilities to suit changing market conditions, 2) dynamic capabilities are related to the ability companies to secure value creation potential, which is important to achieve competitive advantage, 3) Dynamic capabilities are influenced by competitive dynamics and processes, which force companies to look for new and unique competitive strategies. In the face of discontinuity, dynamic capabilities play a central role in organizational strategic renewal and achieving competitive advantage, 4) strategic routines that firms use to achieve new resource configurations as markets emerge, collide, fragment, evolve, and die. Fainshmidt et al (2019) added that the relationship between dynamic capabilities and competitive advantage depends on the strategic fit between company capabilities and market conditions. When dynamic capabilities align with market needs, they can generate competitive advantage.

Furthermore, the results of the mediation test found that dynamic capabilities significantly mediate the influence of organizational behavior on competitive strategy. Dynamic capabilities enable organizations to adapt to changes in their environment, including changing customer preferences, technological advances, and competitive dynamics. This adaptability is important for implementing competitive strategies effectively (Eisenhardt & Martin, 2000). In addition, organizational behavior that encourages innovation and learning is key to developing dynamic capabilities. These capabilities, in turn, enable organizations to innovate in products, services, and processes, providing a competitive advantage (Teece, Pisano, & Shuen, 1997). Furthermore, organizations need to update their strategies regularly to remain competitive. Dynamic capabilities facilitate strategic renewal by enabling organizations to sense changes in the environment, exploit opportunities, and reconfigure resources accordingly (Teece, 2007). In addition, dynamic capabilities make organizations more flexible and responsive to market demands. Organizational behaviors that encourage agility and rapid decision making support the development of these capabilities, increasing competitiveness (Eisenhardt & Martin, 2000). A number of these findings are strengthened by the results of the mediation fit test analysis, which found that the role of dynamic capabilities in mediating the indirect influence of organizational behavior on competitive strategy at the structural level is relatively high. Analysis of the Goodness of Fit Index (GoF Index) also found that empirical data was able to explain measurement models and measurement models with a high level of suitability. The SRMR results of this research model also state that the model built matches the empirical data. Several other recent studies related to Sharia-compliant microfinance institutions, for example, can be seen in research conducted by Mia (2024), Morse (2024), Disly & Jalaly (2024), Shaharuddin et al., (2024), Sultan et al., (2023), and Edris et al., (2023).

Based on these findings, the practical implications of this study can be explained, the importance for Islamic microfinance institutions to continue to develop organizational behavior in accordance with sharia principles, improve dynamic capabilities through seminars and training, and optimize competitive strategies by offering attractive and sharia-compliant products for the target market. Thus, Islamic microfinance institutions can be more effective in achieving goals and providing greater benefits to society.

6. CONCLUSION

This study provides empirical evidence on how organizational behavior influences sustainable competitive strategies within the Islamic microfinance sector, particularly focusing on Islamic Microfinance Institutions (IMFIs) in Jordan. Using Partial Least Squares-Structural Equation Modeling (PLS-SEM), the research confirms that positive organizational behavior—rooted in Sharia-compliant ethics, collaborative culture, and adaptive learning—significantly enhances dynamic capabilities, which in turn strengthen competitive strategic outcomes. The findings support the view that dynamic capabilities represent a critical mediating framework that enables the translation of ethical organizational behavior into concrete, market-driven strategies. This concept is particularly relevant in environments where organizations are required to align their operations with religious teachings while at the same time ensuring a competitive advantage in an uncertain monetary environment. The empirical data, defined by high loading factors, high R^2 values (0.94 for dynamic capabilities and 0.96 for competitive strategy), and a high Goodness-of-Fit (GoF) index value (0.82), confirm the existence of an adequate model fit and underscores the key mediating role of dynamic capabilities between institutional behavior and strategic adaptability. In addition, this paper underlines the pragmatic implications of capacity-enhancing programs—such as workshops and technical training—to promote product innovation and enable market responsiveness. The most robust measurement indicators confirm that Islamic Microfinance Institutions (IMFIs) perform optimally when they offer Sharia-compliant financial products that are attractive to their target market, supported by internal learning mechanisms that improve these offerings.

This research principally bases its argument on the Dynamic Capabilities Theory (Teece, 2007; Eisenhardt & Martin, 2000) and combines it with the Structure-Conduct-Performance (SCP) paradigm (Bain, 1951; Mason, 1948) in order to present a hybrid model that aims to explain the behavioral dynamics involved in a Sharia-compliant financial system. Additionally, it complies with Sustainable Development Goals (SDGs) 1, 5, 9, 10, 16, and 17 by demonstrating how the offering of ethical financial services promotes inclusive growth, encourages gender equality, and supports institutional stability. In conclusion, the strategic effectiveness of Islamic microfinance institutions (MFIs) in Jordan depends on a triadic congruence consisting of (1) compliance with Sharia-based organizational values, (2) the development of dynamic capabilities, and (3) the design of sustainable competitive strategies. Considering the accelerating global evolution of Islamic finance, the empirical results of this study offer a replicable framework to be adopted by other Islamic financial institutions operating in similar market and ethical contexts. Future research activities should pursue longitudinal and comparative studies across different countries to evaluate the generalizability of this framework.

This study makes important contributions to both theoretical approaches and applied practices in the field of Islamic microfinance. Theoretically, it enriches the application of Dynamic Capabilities Theory through its combination with the Structure-Conduct-Performance (SCP) paradigm, the focus of which is on Sharia-compliant financial institutions. The combination allows deeper insight into the relationship between ethical organizational behaviors and the achievement of sustainable strategic goals. Empirically, the study offers strong quantitative evidence for the mediating role of dynamic capabilities on the relationship between organizational behavior and competitive strategy in IMFIs, founded on evidence gathered in Jordan. These findings not only contribute to the limited empirical evidence in this niche field but also suggest a model that can be applied to analogous institutions. Managerially, the research provides actionable insights for IMFIs concerning the harmonization of internal operations and external market dynamics in an Islamic ethical environment. In addition, it offers regulatory and policy advice for improving the competitiveness and accessibility of these institutions.

The implications of these results are several. For managers, the study highlights the importance of developing an organizational culture that promotes ethical behavior, collective learning, and product innovation focused on customer needs. Training initiatives and programs aimed at developing capacities aligned with Sharia principles are seen as key facilitators of dynamic capabilities. These capabilities enable IMFIs to respond more effectively to changing market needs and to develop unique financial products consistent with Sharia guidelines. For policymakers, the results recommend the development of regulatory frameworks supportive of innovation and continuous improvement in IMFIs. Regulatory bodies, like the Central Bank of Jordan, may play a key role in promoting cross-sector collaboration, ethical financing principles, and institutional resilience. From an academic point of view, the research adds to the growing body of literature attempting to contextualize traditional strategic management theory within Islamic ethical frameworks. It paves the way for further research on the interplay between religious values and organizational strategy. Despite its strengths, the current study is faced with a number of limitations. First, the focus on Amman and its surrounding governorates in Jordan could limit the generalizability of the findings to other settings, especially countries with dissimilar regulatory architectures or cultural norms. In addition, the cross-sectional nature of the data gathering hinders the ability to track changes over time, especially in dynamic settings where strategic practices might evolve. Finally, the reliance on self-reported data from management staff brings the risk of biases like social desirability bias that can compromise the validity of the responses with regard to ethical compliance or strategic effectiveness.

To overcome the noted limitations and advance understanding in this field, future research should pursue a number of critical pathways. Longitudinal studies would be beneficial to investigate the development of organizational behaviors and dynamic capabilities over time, especially through periods of regulatory or economic change. Comparative studies across different countries could also be conducted to examine how different cultural, legal, and economic environments influence the noted relationships. Another critical path for investigation entails the examination of the convergence of digitalization and the dynamic capabilities of Islamic MFIs, especially as financial technologies are increasingly incorporated into microfinance products. Studies emphasizing the customer's viewpoint could also contribute to the body of literature by evaluating how clients view and interact with the products and services of MFIs, especially in marginalized groups such as women, youth, and refugees. Finally, the use of mixed-methods designs—entailing qualitative interviews and case studies—could provide deep insights into the tacit mechanisms underlying capability development and strategic transformation for these ethically driven organizations.

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