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The moderating role of organizational routines in the relationship between behavioral repertoire and core competencies: Evidence from Jordan

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A B S T R A C T

This paper aims to investigate the moderating role of organizational routines in the relationship between behavioral repertoire and four types core competencies and four types of core competencies; including Uniqueness, Extendibility, Customer Value and Integrative Competencies are considered to measure core competencies. The study conducts a questionnaire survey in commercial Jordanian banks. The sample includes 475 employees within researched banks, and the study employs the Hierarchical Multiple Regression Analysis to test the hypotheses. Behavioral Repertoire has a significant positive effect on the four types of core competencies. Organizational Routines moderate this relationship between Behavioral Repertoire and Core Competencies. This research is one of the first attempts that investigate the relationship between Behavioral Repertoire, Organizational Routines and Core Competencies, extending the knowledge regarding the value of these variables and its relationship for the different types of organization.

1. Introduction

Today, business organizations face many strategic challenges and rapid changes in the context of their environment, which has become more global, dynamic and competitive than before. Therefore, organizations must strive to achieve competitive advantages as a tool for survival, growth and continuity. Hence, business organizations need to consider all kinds of their critical resources as inputs used in their various processes to maximize their creative outputs that add value to the shareholders, customers, and community. There is a growing need of the organizations to have an effective administrative leader with a familiarity with the business environment and they will create an organizational climate that supports creativity and innovation, encourages employees to improve their skills, facilitates the teamwork and negotiation among them, and constant pursuits of continuous improvement by the organization; this will achieve a high level of quality for customers and increase their satisfaction. Consequently, there has been an increasing need to enhance the skills of visionary, wise, and personal skills of leaders. Today, a contemporary concept of behavioral repertoire has become an integral part of the organization's culture and resources. Behavioral repertoire is the acquisition of a wide range of repertoire of capabilities by the administrative leader to accomplish a portfolio of multiple leadership roles, simultaneously contradictory and practicing competing behaviors, to fulfill

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the complex business requirements of the organization. Leadership positions in business organizations have become more complex.

Because the strategic importance of the distinctive competitiveness of business organizations is related to the difficulty of imitating them, there is a direct relationship between behavioral repertoire and the concept of core competencies, which has come to be the best way to strengthen the internal environment of the organization, and to maintain these capabilities through which it is possible to build human agendas that have a high motivation to exploit the technology available in the organization and to invest their expertise in a way that enhances their abilities to innovate by offering products or services that differ from other competitors and build high value for the customer. Today, the core competencies are the cornerstone of competitive advantage and strategic success. From the Resource Based View (RBV), an organization that has a distinct and portfolio of different resources and capabilities will deliver competitive advantage allowing it to offer products and services at the lowest cost and highest quality. To enhance these resources and capabilities, the concept of organizational routines emerged, which is a routine experience that is stored in the organization's memory and plays a major role in shortening procedures, so that they consist of information that shows how organization members should act when they are assigned a task and how this task is carried out. Accordingly, the organization's ownership of routines enhance its success and ability to deal with the daily events effectively and efficiently and contribute to build its technological knowledge and enhance its expertise and competencies. Consequently, these routines act as a tool to help people in organizations to accomplish their different roles or behaviors in stable ways improving the quality of products and services, as well as the possession of strategic routines by the organizations that contain the tools and techniques characteristic give it the ability to invest its human resources and intellectual property to maintain a strong competitive position. This study provides new insights into realizing the linkage among behavioral repertoires, organizational routines and core competencies through investigating the interactive impact of behavioral repertoires and organizational routines on core competencies, with examining the moderating role of organizational routines on the relationship between behavioral repertoires and four dimensions of core competencies (Uniqueness, Extendibility, Customer Value and Integration). Our results contribute to previous literature by showing the importance of the interactive relationship between behavioral repertoires and organizational routines with regard to enhancing core competencies across banking in Jordan. This study also adds to previous research because it is one of the few studies that tested the moderating role of organizational routines on the relationship between behavioral repertoires and four dimensions of core competencies.

Behavioral Repertoire

With increasing environmental complexity and ambiguity, organizations have become complex and rapidly changing entities, it is essential for leaders to take several active roles in addressing the different circumstances that they face while maintaining a balance between stimulating the new efforts and maintaining the current routines. Therefore, managers are expected to fulfill their roles as managers and leaders in the same time. Lately, promising surveys focus on the fact that the best way to understand how to achieve success is through the so-called concept of Behavioral Complexity (BC), "which represents an individual's capacity to exhibit a broad array of contrasting" (Lawrence et al., 2009: 87), competing and even contradictory behaviors in the performance of his/her leadership roles (Bullis, 1992: 1), these leaders own the essential cognitive and behavioral complexity to react to conflicting or contradictory demands for action. Therefore, behavioral complexity theory proposes that leaders must demonstrate a wide range of behavioral reactions, enormous behavioral repertoire, with the intention of successfully respond to the wide range of unexpected circumstances (Psychogios & Garev, 2012: 3). Consequently, it became necessary to realize exactly how various elements are related with leaders' capability to exhibit several roles and behaviors. Hence, researchers differentiate between two main elements of behavioral complexity: behavioral repertoire and behavioral differentiation. Behavioral repertoire refers to the portfolio of leadership roles managerial leaders can perform, whereas behavioral differentiation refers to the ability of managerial leaders to perform leadership roles differently. Riggio et al. (2002: 42) identify the behavioral repertoire as "the variety of behaviors an executive can enact in response to situational demands". The more the repertoire that managers exhibit, the more effective the manager will be through varied situations that organizations is going through. Moreover, the leaders with wide behavioral repertoire were more effective than those who had less of that behavior, and they can often assume their leadership roles in an effective way as perceived by their superiors, subordinates, and peers (Zaccaro & Klimoski, 2001: 109). Furthermore, a behavioral repertoire is defined as "the specific combinations of behavior that comprise service employee roles, and is designed to focus on the relevant, nontrivial behavior modes that are pivotal to job performance" (Dobni et al., 1997: 427). In addition to, the behavioral integration by top management team is a crucial tool in facilitating behavioral complexity, which is revealed in a wide range of repertoire roles by TMT, and behavioral differentiation (i.e., the ability to perform leadership roles in a more flexible and adaptive way) (Carmeli & Halevi, 2009: 211).

There are a number of formal programs and practices that have been used to develop leaders. However, the state of the art is to embed development in the context of ongoing work initiatives that are tied to key strategic imperatives, which can be as a part of one's everyday experience (Day et al., 2004: 50). Accordingly, personal power has a major impact on the leaders' ability to demonstrate several; competing behaviors that clarify precedence to certify leaders build their experiences and develop procedures to increase followers' desire to identify with their leaders. Still, the degree to which managers can develop behavioral complexity is linked to more effective leadership and higher firm performance. Furthermore, leadership effectiveness is associated with leader intelligence and leader self-awareness (Mesterova et al., 2015; Butler et al., 2014). It might be predicted by leader prototypicality (particularly when followers are exposed to a state of role ambiguity) (Cicero et al., 2010). In addition to, behavioral complexity relates to the capacity for managers or leaders to engage in a wide repertoire of behaviors which enable them to maintain continuity and lead change. Also, there are the links between the behavioral complexity of upper level managers and organizational performance (Bullis, 1992: 1). Finally, leaders with higher levels of behavioral complexity were suggested to have a broad portfolio of behaviors to improve organizational capabilities, and thus will be reflected in allowing the organizations to achieve social, financial, as well as financial goals (Hanvongse, 2014).

Organizational Routines

In little more than twenty years, the notion of routines has become a central construct in heterodox (evolutionary) economics as well as in various fields in business administration (Felin & Foss, 2004: 1). Routines contribute to understanding the behavior of organizations (Becker & Zirpoli, 2008: 128). Organizational routines are a vital feature of social organizations and an explanatory mechanism in many of most commonly recognized theories. From the time when the concept of organizational routines was presented by Stene (1940), it has been considered as the main means by which organizations achieve what they aspire and desire, which can be an important source of flexibility and change (Feldman & Pentland, 2003: 94). Feldman (2000: 611) proposes a performative model of organizational routines. This model suggests that there is an internal dynamic to routines that can promote continuous change based on the inclusion of routine participants as agents. Therefore, agency is important for understanding the role of routines in learning and institutionalization. Furthermore, if routines are stored as distributed procedural memories, this may be the source of distinctive properties reported by observers of organizational routines (Cohen & Bacdayan, 1994: 554). Routines are often the central components of building organizational capabilities, that may be achieved through existing routines or replacement of obsolete routines. Therefore, both of routines and capabilities play a key role in organizational survival and prosperity (Gong et al., 2005). Modern organizations operating in highly competitive markets are working hard to sustain their competitive advantage by testing their adaptive and dynamic abilities (Al-Bouawad, 2016: 5). Organizational routines hold one of the keys to understand how organizations accomplish their tasks, how they change, and how organizational capabilities are accumulated, transferred and applied (Becker & Lazaric, 2009: 1). Also, organizational routines refer to actors jointly accomplishing interdependent tasks in ways that are stable over time. This stability is a hallmark of the traditional conception of routines (Billinger, et al., 2014: 2). Thereby, routines were known for their role in enabling stability and handling uncertainty within rationally bounded organizations (Safavi & Omidvar, 2016: 551). Accordingly, routine has been defined as “an executable capability for repeated performance in some context that has been learned by an organization in response to selective pressures” (Felin & Foss, 2004: 1). In the same context, Bloodgood (2012: 377) defined an organizational routine as “a repetitive, recognizable pattern of interdependent actions, involving multiple actors”. A routine is recognizable if the models within each performance follow from one to the next, like the notes of a song.

Pentland et al. (2012: 1485) argued that the macro-level dynamics of routines emerge from the micro-level relationship between specific actions and patterns. Furthermore, three perspectives have been developed in defining routines: routines as rules (example SOPs), routines as behavior and interaction patterns, and routines as behavioral dispositions (Appiah & Sarpong, 2015: 516). Also, Becker (2005: 838) identified the two characteristics that describe the behavior-level aspect of organizational routines, i.e. frequency and sequential variety; these characteristics allow the behavioral expression of organizational routines to be captured. In this connection, Hansen and Vogel (2011: 101) consider different distinctions that can be applied to analyze the two aspects of organizational routines: structure versus agency, objective versus subjective, disposition versus behavior. Thus, the extensive body of literature can be further differentiated three dominant metaphors of organizational routines: (1) routines as performance programs, (2) routines as habits or skills of an organization, (3) routines as genes (Hansen & Vogel, 2010: 7-8). Leveraging the knowledge can be developed in an integrated manner in order to improve organizational performance (Bloodgood, 2012: 376). In addition to, researchers have established that routines have the qualities of being generative, emergent and producers of ideas (Horan & Finch, 2014: 1). Moreover, the ubiquity of routines in organizations makes them a critical vector of strategic foresight and its outcomes (Appiah & Sarpong, 2015: 517). In this context, strategic routines are defined as “numerous techniques, tools, methods, models, frameworks, approaches and methodologies which are available to support decision making within strategic management” (Papadimitriou, 2014: 262). Furthermore, organizational routines and innovation may seem to be antithetical (Marshall, et al., 2010: 1). Also, prior research suggests that innovation management in SMEs draws on both cognitive and organizational routines, which enable the firms to evaluate and implement innovations (Gajendran et al., 2014: 247).

Core Competencies

Core competence is a critical issue in today’s highly competitive business environments (Enginoğlu & Arikan, 2016: 120). The concept of core competence emerged from the Resource Based View (RBV) and it has many names such as, dynamic capabilities, distinctive capabilities or organizational competencies (Gökkaya & Özbağ, 2015: 91). In this context, core competence is considered as an exceptional organizational signature that achieves market supremacy and dominance. It is a signature since it denotes a particular manner for the organization of doing business, and arises from organizational knowledge, experiences, skills, systems, technology, capabilities and resources along with value chain that all distinguish organization from their competitors. Thereby, knowledge resources, innovative creativity and expertise are success factors of core competencies (Uysal, 2007: 5). Furthermore, core capabilities and resources are precedents for sustainable competitive advantages for the organization through developing value added strategies, possessing resources and capabilities considered rare, inimitable, difficult to substitute, and fittingly combined in the organization (Chumaidiyah, 2011: 1233). In addition to, sustained competitive advantage occurs when a firm develops a distinctive core competency such as knowledge management (Shaabani et al., 2012: 310). Hence, today's organizations have shifted in crafted their strategies from focusing on competition in a product or service leadership to focusing on competition core competence leadership. Accordingly, the core competence becomes a key element for strategy formulation as it is a vital source of profitability (Agha et al., 2012: 192).

The core competence is an essential factor to organizational renewal and as a momentum of strategic change; it also attracted the attention of many of managers and researchers (Nimsith, et al., 2014: 13). Also, The concept has been categorized according to various levels of performance in the innovation process (Ljungquist, 2013, 455), because advantages stemming from the tradeoffs between product, price, and performance - are almost short term (Marucha, 2012: 3). On the other hand, core competence involves both of core technical competence and core marketing competence. Core technical competence is containing of technical skill, technology, and research and development capability, while core marketing competence is denoted by marketing mix (Chumaidiyah, 2011: 1237). Moreover, there are two tools support the organization in identifying their core competencies. The first tool contains of four particular criteria in terms of sustainable competitive advantage that can be used to define which capabilities are core competencies. The second tool is the value chain analysis, organizations use this tool to select the competencies that generate value, which it should be preserved, developed, or upgraded, and those that should be outsourced (Hanson et al., 2016: 89). Accordingly, Chen and Chang (2011: 5739) introduced the term “competence” to describe those personality characteristics associated with superior performance and high motivation. In this regard, core competencies have been defined as “those skills or capabilities that are critical for corporations to achieving their strategic objectives are in limited supply, and in which they have a defensible competitive advantage” (Abu Faiz, 2014: 69). Thus, core competencies “are unique strengths, embedded deep within a firm, that allow a firm to differentiate its products and services from those of its rivals, creating higher value for the customer or offering products and services of comparable value at lower cost” (Hastjarjo et al., 2015: 6256). As a result, core competences are those competences which allow organizations a superior advantage, and according to Hamel and Prahalad (1994; 1993) to be considered “core” the competence must meet three criteria: (Agha, et al., 2012: 194) (1) Customer Value: A core competence must make a substantial impact to perceived value by customers. (2) Competitor Differentiation: A core competence must foster the level of organization greater than its competitors and should be difficult to imitate. (3) Extendibility: A core competence must be capable of being applied to new product fields. Therefore, (Enginoğlu & Arikan, 2016: 121) clarified attributes of core competencies as 1) complexity, 2) invisibility, 3) inimitability, 4) durability, 5) appropriability, 6) non-substitutability, and 7) superiority.

Building core competencies will enhance using firm's internal resources effectively and taking advantage of capabilities in developing successful products, penetrate emerging markets, and satisfying customer demands (Uysal, 2007: 8). Also, the core competence of firms such as skills and tactic knowledge is used to develop competitive strategies that are unique to an organization (Nimsith et al., 2016: 65). Moreover, many scholars have highlighted the relationship between competences and innovation and emphasize that an organization's core competences improve its capability to innovate (Ozbag, 2013: 11). On this basis, a core competence facilitates a company’s growth and gives it access to a wide variety of competence markets and core competencies – shared via integration and/or knowledge transfer (Ljungquist, 2013: 461). Briefly, core competence concept explores how competitive advantage is linked to unique resources and firm special assets which constitute the basis of a value-added process (Hafeez & Essmail, 2007: 531).

Theoretical Framework and Hypotheses

This study developed the corresponding framework as depicted in Fig. 1. The study model is based on a set of variables: (A) Predictive Variable: core competencies consist of (Uniqueness, Extendibility, Customer Value and integration), (B) Predicted Variable: Behavioral Repertoire, (C) Moderator variable: Organizational routines, and proposed relationships between these variables, which can be reviewed as follows:

Direct impact: The direct impact of Behavioral Repertoire on core competencies (Uniqueness, Extendibility, Customer Value and Integration)

Interactive Impact (the moderating role of Organizational routines: The interactive impact of Behavioral Repertoire and Organizational routines on core competencies (Uniqueness, Extendibility, Customer Value and integrative competencies). Therefore, the model of the study reflects 2 hypotheses according to the following:

H1: Behavioral Repertoire is positively and significantly associated with core competencies (Uniqueness, Extendibility, Customer Value and integration).
H2: An organizational routine positively and significantly moderates the relationship between Behavioral Repertoire and core competencies (Uniqueness, Extendibility, Customer Value and integration).
H2a: Organizational routines positively and significantly moderates the relationship between Behavioral Repertoire and Uniqueness.

H2b: Organizational routines positively and significantly moderates the relationship between Behavioral Repertoire and Extendibility.
H2c: Organizational routines positively and significantly moderates the relationship between Behavioral Repertoire and Customer value.
H2d: Organizational routines positively and significantly moderates the relationship between Behavioral Repertoire and integration.

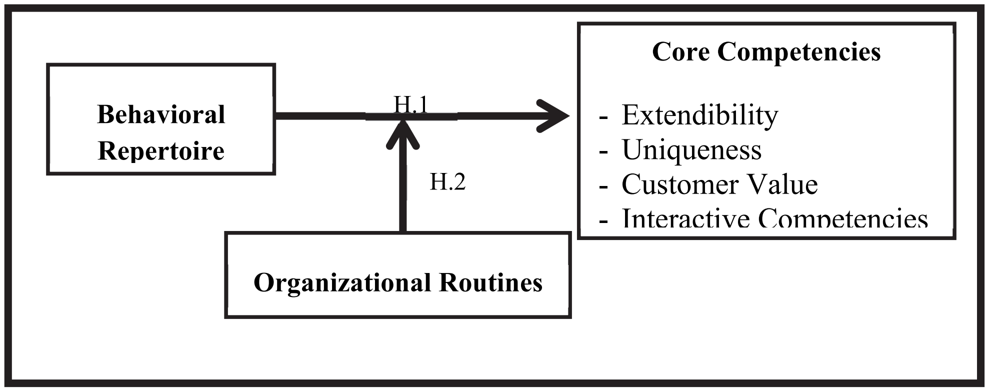

Fig. 1. Study Proposed Model

2. Methods

2.1 Research Design

This study follows the descriptive research methodology by using a relational survey model to investigate the Moderating role of behavioral repertoire on the relationship between organizational routines and core competencies. The Moderating Variable was tested by using hierarchical multiple regression.

2.1.1 Participants

Participants are the employees within the commercial Jordanian banks. The sample consisted of 475 employees. The participants were chosen through using simple random sampling from the researched banks. The sample includes 204 female and 271 male. In terms of educational level, 71 of respondents had a high diploma which was equivalent to (15%) and 281 of respondents completed a Bachelor's degree which represented (59.3%). Also, 100 of respondents completed a Master's degree which represented (21.2%) and 21 of respondents completed a PhD which represented (4.5%). In addition to, various occupations were included in the sample; managerial positions were more common which represented (62%), social services represented (16.2%), scientific and technological activities represented (9%) and others (education & public administration, etc.) represented (12.8%). Finally, in terms of their work experience they ranged from 1 year to over 30 years.

2.1.2 Measurement Variables

The questionnaire survey was developed depending on the literature review. This study mainly uses the validated existing scales of previous studies which depend on Likert-scale with response to options that are ranging from 1 to 5. In this regard, the original items were translated from English language into Arabic language through a rigorous process. Accordingly, the study preserves validity to confirm that all of the questions are understood and that no ambiguity existed. To measure organizational routines the study adopts (Pentland & Feldman, 2003) scale which consists of (5) questions. In terms of measuring behavioral repertoire the study adopts (Dobni et al., 1997) scale which consists of (5) questions. And finally, the study adopts four dimensional scales to measure core competencies which represented in (Extendibility, Uniqueness, Customer Value) from (Gökkaya & Özbağ, 2015), and (Integrative Competencies) from (Shaabani & Ahmadi, 2012) that includes (8) questions, (2) questions for each one of the dimensions.

2.1.3 Procedures

Data collection application was directed in the work place by volunteer employees and taken about 25 minutes. Moreover, the study purpose was clarified to the employees in the researched banks and they were informed that their replies would be used only for scientific purposes. Also, it was stressed for the sake of reliability of the research results that getting sincere and accurate responses are so important. Thereby, we asked the employees to check for any missing responses before they handed in their forms.

2.1.4 Analysis

The coefficient alpha Cronbach for the 5 questions of behavioral repertoire and 5 questions of organizational routines, and 8 questions to dealing with core competencies were calculated. At 0.97 and 0.82 respectively these provided values greater than 0.70. Therefore, these values are acceptable. Also, all negatively worded questions were reverse scored (Table 1).

Table 1

Mean and standard deviation (S.D) and Correlation matrix

Variables	N. of questions	M	S.D	Alpha Cronbach	1	2	3	4	5	6
Behavioral Repertoire	5	3.49	0.89	0.82	1					
Organizational Routines	5	3.63	0.78	0.85	0.538**	1				
Extendibility	2	3.22	1.01	0.97	0.324*	0.423**	1			
Uniqueness	2	3.02	0.92	0.83	0.474**	0.534**	0.294*	1		
Customer focus	2	3.06	1.11	0.91	0.311*	0.204*	0.334*	0.444**	1	
Integrative competencies	2	3.11	0.98	0.81	0.488**	0.201*	0.394*	0.222*	0.332*	1

Table 1 explores the correlations between study constructs, these show that organizational routines, behavioral repertoire and core competencies are correlated. The three scales in this study were subjected to principal components factors analysis followed by oblique rotation to assess the discriminant validity and determine the dimensionality of the scale. Thus, the results of those analyses which are shown in Table 2 confirms a clear distinction between the three constructs of the study and they also provide results for the loading of the questions.

Table 2

Distinction between the three constructs of the study

Items	Behavioral Repertoire	Organizational Routines	Extendibility	Uniqueness	Customer Value	Interactive competencies
1	0.7780					
2	0.832					
3	0.765					
4	0.766					
5	0.632					
6		0.787				
7		0.673				
8		0.672				
9		0.797				
10		0.758				
11			0.821			
12			0.856			
13				0.392		
14		0.619		0.449		
15	0.452				0.452	
16					0.539	
17	0.511					0.566
18						0.596

* Loadings less than 0.35 have been omitted.

2.1.5 Hypothesis Testing

Hierarchical multiple regression analysis was used to investigate the moderating effect of behavioral repertoire on the relationship between organizational routines and core competencies based on Baron and Kenny's (1986) model for moderating impact. Hence, to deal with multicollinearity problem the study followed the following:

1) The predictor variable (behavioral repertoire) and the moderator variable (organizational routines) were standardized in order to reduce problems of multicollinearity. So that, Z scores were calculated for organizational routines and behavioral repertoire. The Z scores were used in the analysis.
2) In the regression analysis, tolerance and VIF values were calculated. If tolerance values were (0.10) or less and VIF values were (10) or more it indicates a multicollinearity problem (Sekaran & Bougie, 2012). According to study results the tolerance values were between (0.85-1) and the VIF values were between (1-1.56). Therefore, the results of the study indicate there is no multicollinearity problem.

In the moderation test, the predictive variable is behavioral repertoire, the predicted variable is core competencies (Extendibility, Uniqueness, Customer Value, Interactive Competencies), and the moderator variable is behavioral repertoire. So, hierarchical regression analysis was performed for the impact of behavioral repertoire on the relationship of organizational routines and each construct of core competencies. In the first model, organizational routines as predictor variable was entered into the regression equation, the second model, the interaction between predictor and moderator variables were entered into the regression model. In the second model the moderating effect was indicated by the significant change in the R^2 of the interaction term. Tables (3-6) show the results of the hierarchical regression analysis. Table 3 shows in model 1 that behavioral repertoire (B=0.439, P<0.001) significantly predicted (Extendibility). Model 2 is a full model that contained all variables, and the hypothesized interaction impact acted as independent variables, the results supported H1 by explaining the positive impact of behavioral repertoire on Extendibility (B=0.343, P<0.001). There was a significant interaction between behavioral repertoire and organizational routines (B=, P> 0. 05). According to the findings, organizational routines had moderating effect on the relationship between behavioral repertoire and Extendibility, thus supporting H2a. That mean in other words, this relationship was changed depending on the organizational routines positively.

Table 3
The results of Hierarchical Regression Analysis of the moderating effect of organizational routines on the relationship between behavioral repertoire and Extendibility

Variables Predicted Variable:	Extendibility	**B**	**Beta**	**T**	**R^2**	**ΔR^2**
Model 1	Behavioral Repertoire	0.439	0.429	4.986	0.184	0.000
Model 2	Behavioral Repertoire	0.343	0.342	3.128		
	Organizational Routines	0.245	0.240	0.782	0.301	0.117
	Behavioral Repertoire × Organizational Routines	0.348	0.295	0.552		

Table 4 shows in model 1 that behavioral repertoire (B= 0.672, P<0.001) significantly predicted Uniqueness. Model 2 is a full model that contained all variables, and the hypothesized interaction impact acted as independent variables, the results supported H1b by explaining the positive impact of behavioral repertoire on Uniqueness. (B=0.314, P<0.001). There was a significant interaction between behavioral repertoire and organizational routines (B=0.340, P>0.05). According to the findings, organizational routines had moderating effect on the relationship between behavioral repertoire and Uniqueness, thus supporting H2b. This mean, this relationship was changed depending on the organizational routines positively.

Table 4
The results of Hierarchical Regression Analysis of the moderating effect of organizational routines on the relationship between behavioral repertoire and Uniqueness

Variables Predicted Variable:	Uniqueness	**B**	**Beta**	**T**	**R^2**	**ΔR^2**
Model 1	Behavioral Repertoire	0.672	0.568	7.236	0.343	0.000
Model 2	Behavioral Repertoire	0.314	0.281	1.655		
	Behavioral Routines	0.443	0.375	1.435	0.404	0.061
	Behavioral Repertoire × Organizational Routines	0.340	0.212	0.465		

Table 5 shows in model 1 that behavioral repertoire (B=0.673, P<0.001) significantly predicted Customer Value. Model 2 is a full model that contained all variables, and the hypothesized interaction impact acted as independent variables, the results supported H1c by explaining the positive impact of behavioral repertoire on Customer Value. (B= 0.471, P<0.001). There was a significant interaction between behavioral repertoire and organizational routines (B=0.250, P>0.05). According to the findings, organizational routines had moderating effect on the relationship between behavioral repertoire and Customer Value, thus supporting H2c. This, this relationship was changed depending on the organizational routines positively.

Table 5
The results of Hierarchical Regression Analysis of the moderating effect of organizational routines on the relationship between behavioral repertoire and Customer Value

Variables Predicted Variable:	Customer Value	**B**	**Beta**	**T**	**R^2**	**ΔR^2**
Model 1	Behavioral Repertoire	0.673	0.602	7.914	0.373	0.000
Model 2	Behavioral Repertoire	0.471	0.443	5.850		
	Organizational Routines	0.236	0.211	0.780	0.459	0.086
	Behavioral Repertoire × Organizational Routines	0.250	0.181	1.597		

Table 6 shows in model 1 that behavioral repertoire (B=0.735, P<0.001) significantly predicted integrative competencies. Model 2 is a full model that contained all variables, and the hypothesized interaction impact acted as independent variables, the results supported H1c by explaining the positive impact of behavioral repertoire on integrative competencies. (B=0.594, P<0.001). There was a significant interaction between behavioral repertoire and organizational routines (B=0.540, P>0.05). According to the findings, organizational routines had moderating effect on the relationship between behavioral repertoire and integrative competencies, thus supporting H2d. This mean, this relationship was changed depending on the organizational routines positively.

Table 6
The results of Hierarchical Regression Analysis of the moderating effect of organizational routines on the relationship between behavioral repertoire and integrative competencies

Variables Predicted Variable:	Integrative competencies	**B**	**Beta**	**T**	**R^2**	**ΔR^2**
Model 1	Behavioral Repertoire	0.735	0.679	9.697	0.461	0.000
Model 2	Behavioral Repertoire	0.594	0.487	7.337		
	Organizational Routines	0.237	0.234	2.139	0.557	0.096
	Behavioral Repertoire × Organizational Routines	0.240	0.197	2.639		

2.1.6 Discussion

This study has attempted to investigate the moderating role of organizational routines on the relationship between behavioral repertoire and core competencies. Accordingly, we hypothesized that the high levels of organizational routines will enhance the relationship between behavioral repertoire and core competencies dimensions (Extendibility, Uniqueness, Customer Value, and Integrative Competencies). The results of the study have shown that behavioral repertoire affects the ability of banks to expand in new services or markets or new customers. The percentage of influence was through the R^2 was 0.184, and the effect ratio increased to 0.301 when the organizational routines entered as a moderating variable. The results showed that the behavioral repertoire of the managers in the researched banks contributed to the uniqueness of the banks with their resources and capabilities by 0.343, and the organizational routines reinforced this effect when they entered as a moderating variable to reach 0.404. It also found that behavioral repertoire contributes to enhancing the bank's ability to provide value added to the customer contribute to satisfy his needs and desires as the proportion of this contribution 0.373, and when entering the organizational routines as a moderating variable rate of that relationship rose to 0.459. Finally, organizational routines contributed to enhancing the impact of behavioral repertoire on the ability of banks to achieve integration in their various operations. The interactive effect of behavioral repertoire and organizational routines in integrated competencies 0.557, the highest among the hypotheses investigated

3. Conclusion

This study provides new insights into the relationship among behavioral repertoires; organizational routines and core competencies through investigate the interactive impact of behavioral repertoires and organizational routines on core competencies. We have investigated the moderating role of organizational routines on the relationship between behavioral repertoires and four dimensions of core competencies. So, our results contribute to previous literature by demonstrating the importance of the interactive relationship between behavioral repertoires and organizational routines in terms of enhancing core competencies across banking in Jordan. The current research also adds to previous research since it is one of the few studies that tested the moderating role of organizational routines on the relationship between behavioral repertoires and four dimensions of core competencies. One of the contributions of this study is that it represents an attempt to establish a theoretical basis for the relationship between behavioral repertoires, organizational routines, and core competencies, especially with the absence of previous studies or theoretical proposals in this field. So, we hope that our theoretical proposals and testing of these proposals through the model of current study will have an impact on future research and directing these researches, and lead to attention to these variables and the relationship between them by different organizations. The results bring an answer to the limits on the relationship among behavioral repertoires, organizational routines and core competencies.

This study has several implications

- Determining the behavioral repertoires enjoyed by the leaders in the researched banks helps these banks to develop the plans, mechanisms and leadership style that suits these behaviors.
- Enhancing and developing the abilities of managers and supervisors and providing them with the behaviors required to perform different roles in order to respond to changes or requirements generated by the work environment.
- The results will help motivate managers in the researched banks develop their behavioral repertoire by acquiring knowledge and learning from experiences and lessons in order to carry out the roles required of them in a manner that achieves the objectives of the organization.
- The results of this study can also be used to identify the optimal organizational routines, which are an important source of flexibility and change in banks and the completion of business in full. The results encourage the researched banks to develop a strategic and organizational framework for the organizational routines in order to achieve a deeper understanding of how to accomplish the tasks and achieve the required change and finally to build the capacities that enable them to achieve the competitive advantage.
- Determining core competencies components enable the planning of operational strategies to develop competitive advantages of banks. The identification of the banks' core competencies can also be used to identify aspects of development that can be undertaken by banks in their operations or services, as well as to identify organizational routines that support the roles and behaviors of leaders in building and strengthening the core capacities of banks.
- Jordanian banks are highly motivated to formulate a clear strategy that help them to take more advantages from the interactive relationship between behavioral repertoires and organizational routines in terms of enhancing core competencies and achieving real competitive advantage.
- To put results of the current study into Jordanian banks context, which it concluded the importance of matching between behavioral repertoires and organizational routines in Jordanian banks to build core competencies that can achieve competitive advantage.

The results of the current study present a new perspective to understand the interactive impact of behavioral repertoires and organizational routines on core competencies enhancement. However, several limitations should be acknowledged. This study represents the first effort to link behavioral repertoires and organizational routines on core competencies. Additional research will be needed to determine whether these relationships affect organizational performance. The lack of literature on behavioral repertoires has hampered the construction of a multidimensional measure of this variable; also, the lack of literature reduces the opportunity to compare the findings of current study with previous studies. Although this study used a sample from different banks to reflect the status of the relationship between the variables in Jordan, the sample size still relatively small, hence, more further researches are needed to collect more data to reconfirm the results. The questionnaire was distributed to one group of key informants; although this approach is feasible for current study, it may be subject to bias, so, we argue future researchers to collect data from multiple informants. The measures are subjective rather than objective, thus potentially generating informant bias, and random error collecting data from different sources can increase the robustness; therefore, we recommended that future researchers should obtain both subjective and objective data to validate our conclusion. We tested our hypothesis using data collected in Jordan, which may limit the generalizability of the results given that Jordan has specific cultural, economics, and institutional mechanisms. Extending the findings of current study to other context should be done with caution. Future research needs to test the finding of this study on a large population in other sectors or contexts.

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