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The Impact of Core Competencies of Human Resources on Organizational Excellence: The Mediating Role of Human Capital in International Food Industry Companies: Case Study of Dura Food Industries Company

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Abstract

This study aims to determine the impact of Core Competencies of human resources on organizational excellence, with the mediating role of human capital in international food industry companies, using a descriptive-analytical methodology through a case study data analysis to achieve the research objectives. The population of the current study consists of all employees at Dura Food Industries Company in Jordan from the level of department heads and above, totaling 68 employees. A simple random sample of 45 employees was selected to conduct the study. A The designed questionnaire was primarily used to collect data from the study sample, which was analyzed through using the Statistical Package for Social Sciences (SPSS V.20). The study revealed several results, including the presence of an indirect effect of human capital on the relationship between Core Competencies and organizational excellence. This may be attributed to human capital being a crucial source of the company's Core Competencies, possessing experiences, knowledge, and skills that enable achieving organizational excellence by creating new resources, achieving high performance rates, surpassing competitors, and exploring and investing in future opportunities. This helps the company generate and maximize value, achieve progress and development, ensuring its continuity and sustainability. Key recommendations emphasize the necessity of building and developing Core Competencies in Jordanian industrial companies as an important source for achieving excellence, distinctiveness, and competitive advantages. These capabilities should be diversified to align with the company's environment, nature, capabilities, and resources.

Keywords: Core Competencies, Human Resources, Organizational Excellence, Human Capital.

Introduction

Today, organizations are classified in a non-traditional manner based on possessing human resources endowed with knowledge, experience, creativity, and innovation capabilities. This strengthens any strategic direction through which organizations seek to achieve an advanced state of organizational excellence, aiming to gain competitiveness and increase market share in

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a competitive environment characterized by constant change. Such classification distinguishes organizations from one another, with ambitious organizations realizing that they are in a race against time, which is accelerating relentlessly, imposing additional constraints that make strategic flexibility, organizational learning, functional immersion and organizational learning essential in the competitive process.

Moreover, human resources must possess essential capacities and capabilities that differentiate the organization from others and offer an important impetus for positive influence on the excellence of organization. This is crucial, even with human capital, to build a unique condition that creates a more capable organization of survival and progress. For an organization to better face the future and achieve long-term sustainability, it must build a set of capacities and capabilities to form an organizational force capable of withstanding negative changes in its internal and external environment. It should also possess a competitive capability that distinguishes it from competitors (Vanesch et al., 2018).

The organizations seek to enhance their employees' performance by equipping them with the required skills and capabilities related to strategic flexibility, organizational learning, functional immersion, and technological management ensuring long-term survival and progress in addition to the competition purposes (Adefe, 2017). The integrative process between organizational excellence and Core Competencies, in terms of investment in the resources of the organization makes it more competitive. Therefore, this study aimed to highlight the influence of Core Competencies on organizational excellence with the mediating variable being human capital, including a set of dimensions related to the three variables.

Research Problem

a series of challenges has encountered the international food industry sector due to changes at both internal and external levels. These challenges are mainly related to the competition intensity in providing an integrated and diverse mix of services to customers. Balancing customer requirements with their purchasing capabilities has become crucial for competitive service delivery. This necessitates a clear understanding of the impact of Core Competencies that should be possessed on organizational excellence. Human capital plays a significant role in reducing time, effort, and costs, as having a workforce representing human capital makes a difference in possessing a competitive capability that distinguishes organizations from each other. The main problem for the primary study lies in identifying the impact of Core Competencies of human resources on organizational excellence, with the mediating variable being human capital in the field of international food industries.

Research Questions

The study aims to provide a clear answer to the main question: Is there an impact of Core Competencies on organizational excellence with the presence of human capital in international food industry companies?

This main question leads to more detailed sub-questions, which are:

- 1-Is there an impact of Core Competencies (in their various dimensions) on organizational excellence for international food industry companies?
- 2-Is there an impact of Core Competencies (in their various dimensions) on human capital for international food industry companies?
- 3-Is there an impact of human capital on organizational excellence for Jordanian food industry companies?

4-Is there an impact of Core Competencies (in their various dimensions) on organizational excellence in the presence of human capital for international food industry companies?

Research Objectives

The study aims to achieve the following objectives:

- 1-Identify the extent of variation in employees' perception of the dimensions of Core Competencies that should be possessed.
- 2-Examine the importance of Core Competencies and their impact on organizational excellence.
- 3-Examine the impact of human capital as a mediating variable in improving the relationship between Core Competencies and organizational excellence.

Significance of the Study

The significance of the study is linked to the overarching goal, which focuses on examining the impact of Core Competencies on organizational excellence and the extent of human capital's ability as a mediating variable to enhance that relationship. In more detail, the study's importance lies in the following points:

- 1-Investigating the impact of Core Competencies on organizational excellence is a crucial key to achieving causality integration to gain reasons for superiority and progress in modern organizations.
- 2-Human capital is the foundation of the creativity and innovation process, and the study will clarify how it contributes to improving the impact of Core Competencies on organizational excellence.
- 3-The researcher hopes that this study will shed light on pressing issues that have a significant impact on achieving organizational goals. These issues include the triad of Core Competencies, organizational excellence, and human capital.

Theoretical Background and Hypotheses Developments

Core Competencies as a Contemporary Conceptual Framework

Since the emergence of the Core Competencies model in the 1990s as a means or tool to achieve competitive advantage, it has drawn the attention of researchers and practitioners alike. Since then, much has been written about the concept of inherent capability. Due to the numerous and complex changes in the current competitive landscape, many organizations have found it imperative to activate and optimally utilize these Core Competencies to achieve a competitive edge (Al-Hamiri, 2014).

Hence, the recent focus has been on building Core Competencies by dedicating managerial efforts and allocating necessary resources to enhance and strengthen them. This involves a focus on employees in terms of acquiring knowledge, experience, and skills. It also includes leveraging technological capabilities by providing necessary hardware and software and training employees to use them, keeping up with the rapid developments in the business world. Core Competencies are considered foundational for building any economic unit or organization. They are measured by the organization's possession of these capabilities, the utilization of its resources to develop the skills and capabilities of employees and enhancing its value by focusing on Core Competencies and acquiring knowledge, experience, and skills. Moreover, directing resources to enhance technology and information technology for quick decision-making and

information shaping is essential for management to make better decisions and, consequently, improve both operational and strategic performance (Yaqoub, 2019).

Considering Core Competencies as a powerful and widely supported approach to focus and mobilize organizational resources will give significant meaning to Core Competencies for organizations. An organization that systematically possesses Core Competencies faces no difficulties despite the complex environment surrounding it. This is particularly true when we understand that it provides a long-term and distinctive advantage for the organization and also serves as a genuine competitive source. This is the real reason why many organizations invest their resources in enhancing their Core Competencies.

The Importance of Core Competencies

The importance of Core Competencies lies in being a long-term strategic vision and a goal from the perspective of organizational leaders to create and protect the essential Core Competencies necessary for the success and survival of the organization. It represents an appropriate culture and a value set that focuses on development, collaboration, and efficiency across all parts of the organization. This is achieved through the organization's readiness and commitment to share resources and skills at various organizational levels, as well as transferring, distributing, and redeploying these resources and skills throughout the organization (Bengtsson & Andrsson, 2017).

Therefore, the significance of Core Competencies is manifested in the following points, as highlighted by Al-Kubaisi, Al-Sheikhli (2012), and Abdul Wahab & Abdul Karim (2019):

- It serves as an indicator of the organization's ability to outperform its competitors through its excellent performance, becoming a crucial source of competitive advantage.
- It becomes a distinctive feature for the organization when entering potential markets.
- The organization can respond quickly to environmental changes.
- It is embodied in the organization's adoption of intellectual activities and maintaining the best market position.
- For the organization to be flexible, it must empower its employees by helping them identify their strengths to enhance them and identify their weaknesses to overcome them.

Therefore, Core Competencies can be defined as a coordinated mix of diverse resources and multiple skills that distinguish the organization from other entities. It represents the best that the organization does, consisting of activities, processes, and resources that set it apart from competitors (Yasmin Al-Khafaji, 2019). According to (Eidan,2019), Core Competencies are special skills, qualities, and cognitive characteristics that enable the organization to excel in its performance and achieve the highest level of customer satisfaction compared to competitors through technological integration of operations and resources in one or more activities and the coordination between these activities.

The researcher believes that Core Competencies consist of a set of resources, skills, experiences, accumulated knowledge, and latent strengths. Through innovative exploitation and application, these Core Competencies can noticeably improve the organization's situation, achieving a significant competitive advantage on both local and global scales, setting it apart from surrounding competitors.

Organizational Excellence

Many researchers consider organizational excellence as an urgent necessity for organizations in the face of the intense competition in the business environment. Organizational ingenuity

contributes to improving the performance of organizations by increasing their efficiency and flexibility (Elizandra, Vieira, & Galdamez, 2018).

The term "organizational excellence" was first used to refer to the ability of organizations to design dual structures that facilitate the initiation of implementing stages of development and innovation processes. March (1991) and Sauav (2018) emphasized that organizational excellence means simultaneously seeking to exploit current resources and explore new potentials, balancing operations focused on new opportunities in the future. Researchers unanimously define organizational excellence as the simultaneous pursuit of exploration and exploitation activities, achieving a balance between them by choosing one of the two sides. This capability leads organizations to create emerging markets without affecting current markets, increase profits, and ensure their long-term survival in a competitive business environment (Yigit, 2013).

Human Capital

Human capital represents the stock of implicit knowledge in the minds of human resources, generated by human cognitive ability. It encompasses a set of intangible, interactive, and intertwined mental and intellectual elements, including knowledge, experiences, skills, education, and the historical heritage of the organization (Saleh, 2020).

Human capital is defined as the sum of capabilities, skills, knowledge, and experiences acquired by employees within the organization through learning, training, and experience. It plays a significant role in creating added value for the organization and achieving the required competitive advantage (Al-Rabihat, 2020).

Definition of Human Capital

According to Al-Zubaidi and Al-Mushhadani (2016), human capital is defined as one of the intellectual assets of the organization, a crucial resource that consists of the capabilities, experiences, and knowledge possessed by individuals working in the organization. When optimally utilized, human capital achieves organizational excellence in performance and the required competitive advantage.

From the perspective of Widarni and Wilantari (2021), human capital encompasses all inherent aspects of humans, represented in the form of experiences, knowledge, and skills. These can be used by employees in executing their job tasks, ultimately aiming to achieve the organization's goals, such as maximizing profits and creating the required competitive advantage.

Importance of Human Capital for Organizations

Human capital is considered the most important element and a fundamental part of intellectual capital, serving as the main driver of knowledge, skills, and creativity to create value for intangible assets. It is characterized by the workforce's ability, innovation, and renewal.

The significance of human capital is evident in its active role in the life of organizations. It is one of the most important elements in the production process, contributing to innovation, creativity, and the generation of new ideas and knowledge. Additionally, it plays a crucial role in achieving the organization's competitive advantage (Al-Zubaidi and Al-Mushhadani, 2016).

Widarni and Wilantari (2021) emphasize that human capital is a crucial force and a fundamental element in building the wealth of business organizations. Superior human capital has the ability

to establish a strong learning organization by contributing to improving the company's financial performance. It also contributes to creating new business opportunities through the results of creativity and innovation. Additionally, it serves as an effective solution to enhance the competitive capability of these organizations locally and internationally.

From the above, the researcher infers that the presence of pioneering Core Competencies will play a significant role in enabling organizations of various types to perform their tasks and activities effectively, impacting the growth of organizational excellence. This will lead to the achievement of their strategic and organizational objectives efficiently. In the presence of a distinguished human capital, considering that human capital is one of the prominent assets of intellectual organizations. Without it, organizations lack knowledge, experience, and skills in the field of work. Therefore, possessing well-trained and qualified human capital enables the organization to excel in its performance, achieving the desired competitive advantage amid intense competition in the labor market. It also contributes to growth, sustainability, and prosperity on various local and global economic levels.

Based on the prior discussion and to achieve the research objectives and answer its questions, the following four hypotheses have been developed based on the theoretical background:

H1: *There is no impact of Core Competencies (in their various dimensions) on organizational excellence for Jordanian industrial companies.*

H2: *There is no impact of Core Competencies (in their various dimensions) on human capital for Jordanian industrial companies.*

H3: *There is no impact of human capital on organizational excellence for Jordanian industrial companies.*

H4: *There is no impact of Core Competencies (in their various dimensions) on organizational excellence in the presence of human capital for Jordanian industrial companies.*

Research Methodology

The descriptive-analytical approach has been employed in the current study to achieve its objectives, answer its questions, and clarify the relationship between the research variables, uncover their trends, and assess their impact on the research problem. This methodology is commonly used in applied and field studies, as it plays a role in describing and explaining the relationships between variables, allowing for inference and finding associative links among them.

Research Population and Sample

The population of the current study consists of all employees at Al-Durrah Food Industries in Jordan, from the level of department heads and above, totaling 68 employees. The study sample includes 45 randomly selected employees.

Research Instrument

A designed questionnaire has been distributed to the sample of the study to collect the data for analysis purposes. The questionnaire consists of four main parts, covering demographic factors of the study respondents, dimensions of Core Competencies, organizational excellence, and the last part related to human capital.

Analysis

The table (1) indicates that the higher gender ratio was for males, with a percentage of (60.9%). This suggests a need for self-effort from the employee. Regarding age, it appears that the higher

age group was (25 - less than 35 years) with a percentage of (60.9), indicating the company's policy in hiring younger age groups adapted to the manufacturing nature of the company. The table also shows that individuals with a bachelor's degree constituted the largest percentage of the sample, reaching (54.4%). This indicates that employees possess professional competence and scientific and practical knowledge, with a reasonable level of practical qualification in their food-related field.

Table (1): Description of Demographic Variables for the Respondents.

Variable	Category	Number	Percentage
Gender	Male	28	60.9
	Female	18	39.1
	Total	46	100
Age	Less than 25 years	4	8.7
	25 - Less than 35 years	28	60.9
	35 - Less than 45 years	12	26.1
	45 years and above	2	4.3
	Total	46	100
Educational Qualification	High school and below	11	23.9
	Intermediate Diploma	6	13.1
	Bachelor's Degree	25	54.4
	Master's Degree	2	4.3
	Doctorate	2	4.3
	Total	46	100
Job title	General Manager	1	2.2
	Branch Manager	4	8.7
	Department Manager	9	19.6
	Department Head	32	69.6
	Employee	0	0.0
	Total	46	100
Experience	Less than 5 years	21	45.7
	5 - Less than 10 years	11	23.9
	10 - Less than 15 years	10	21.7
	15 years and above	4	8.7
	Total	46	100

Concerning job titles, the previous table shows that (69.6%) were working as department heads in, indicating their possession of a complete knowledge and functional dimension in their specialized field. As for the years of experience, it is evident that the experience category (less than 5 years) constituted the highest percentage of the sample, reaching (45.7%). This is an indicator of the eligibility of employees and their possession of the necessary reasonable experience enabling them to carry out their duties and their responsibility about running the corporate operations.

Cronbach's alpha is used in the current study in to measure the internal consistency, that is, how closely related a set of variables are as a group. It is also considered to be a measure of scale reliability as shown in Table (2).

Table (2): Measuring the Internal Consistency and Reliability.

Variable	Dimension	Paragraphs	Cronbach's Alpha
Independent Variable: Core Competencies	Organizational Learning	5	0.959
	Strategic Flexibility	5	0.906
	Technological Management	5	0.869
	Job Engagement	5	0.885
	Over all: Core Competencies	20	0.962
Dependent Variable: Organizational Excellence		9	0.923
Mediating Variable: Human Capital		5	0.922

The table (2) shows that the research dimensions exhibit a high level of internal consistency, with values reaching (0.959) for the organizational learning dimension, (0.906) for items related to strategic flexibility, while (0.869) for items related to technological management, and (0.885) for items related to job engagement. The overall internal consistency for all items of core competencies reached (0.962).

Regarding the stability of the dependent variable (organizational excellence), it reached (0.923). As for the items of the mediating variable, human capital, it reached (0.922). These values are considered suitable and sufficient for purposes such as this research, indicating appropriate reliability values, with the maximum value that reliability can reach being 1.00. These values are closely related to this maximum value. Thus, this measurement exhibits the high level of internal consistency among the dimensions of the research model.

Descriptive Statistics The table (3) shows the arithmetic means and standard deviations of the dimensions of core competencies. It is observed that the arithmetic mean value for the overall score reached (3.70), and this value represents a high level. The arithmetic mean values ranged between (3.75–3.64). The top rank was obtained by technological management with an arithmetic mean of (3.75), representing a high level. On the other hand, the last rank was achieved by strategic flexibility with an arithmetic mean of (3.64), representing an average level.

Table (3): Descriptive Statistics.

No	Core Competencies Dimensions	Mean	S.D	Rank
1	Organizational Learning	3.73	1.04	High
2	Strategic Flexibility	3.64	0.89	Moderate
3	Technological Management	3.75	0.84	High
4	Job Engagement	3.67	0.89	Moderate
	Core Competencies	3.70	0.81	High
	Human capital	3.49	0.96	Moderate
	The total score for the organizational excellence dimension	3.67	0.83	Moderate

The table also indicates that the arithmetic mean value for the intermediate variable, human capital, was (3.49) according to the estimates of the research sample, representing an average level. As for the arithmetic mean value for the dependent variable, organizational excellence, it reached (3.67), representing an average level according to the used classification scale.

Test of Fundamental Assumptions of Regression. For testing the research hypotheses, SPSS software version (22) was used, in addition to the use of the subsidiary program (Process) version (4.1) to test the research hypothesis related to the mediator's effect. Researchers used fundamental tests for the regression assumptions, the achievement of which is essential to ensure that the research variables comply with the necessary conditions before ruining the test

of the research hypotheses. Among these tests are normal distribution tests for data and the level of linear correlation between predictor variables. Linear correlation is considered a problem between predictor variables if the predictive relationship between research variables (predictors) is high to an extent that makes each variable affect the dependent variable by the same amount. This means that one variable serves as a substitute for the other. The aim of prediction and regression analysis is to identify different variables capable of predicting the dependent variable with a high degree. Therefore, it is necessary to confirm the presence of this problem.

Variance Inflation Factor (VIF) test was employed to detect the existence of such problem. . Most of previous research suggest that VIF values should be less than 10, and some indicate that they should be less than 5. Alongside the VIF test, there is another indicator called Tolerance test, this test should not be less than 0.05 as a minimum for the variance between research variables. Table (4) illustrates the results of statistical tests seeks to verify the extent to which the research data approximates the assumed normal distribution and testing the multiple linear correlation between predictor variables.

Table (4): Normal Distribution Test.

Variables	Dimensions	Skewness	Kurtosis	VIF	Tolerance
Independent Variable: Core Competencies	Organizational Learning	-.570	.228	-	-
	Strategic Flexibility	-.440	-.293	-	-
	Technological Management	-.318	-.525	-	-
	Job Engagement	.100	-1.197	-	-
	Core Competencies	-.188	-.877	2.069	0.483
Dependent Variable: Organizational Excellence	Customer Satisfaction	-.025	-.941	-	-
Mediating Variable: Human Capital	Work life Quality	.093	-1.142	2.069	0.483

The results of skewness and kurtosis values in Table (4) indicate that the data of the research dimensions, representing the independent, mediator, and dependent variables, are distributed to a degree close to normal distribution. Typically, data distribution is considered close to normal if the values of skewness are confined between -3 and +3. Skewness is accompanied by the kurtosis test, which describes the degree of curvature or flatness of the peak of the data distribution curve. Usually, kurtosis is acceptable if it falls between the values of -8 and +8 (West et al., 1995). This is one of the criteria that can be used to describe the approximation of data distribution to a normal distribution.

The results in the table show that the skewness values fall within an acceptable range, as the largest skewness value appeared in the organizational learning variable, reaching (-0.570). As for the kurtosis test, the highest value appeared in the job involvement variable, amounting to (-1.197). These results suggest that the research data are distributed closely to a normal style.

The table also illustrates that the (VIF) between the predictor variables, core competencies, and human capital, reached (2.069). It is noted that this value is considered low and within the acceptable lower limits. In the same context, the value of the allowed variance reached (0.483), which is greater than 0.05, indicating the absence of this problem.

Test of Hypotheses

The results in Table (5) show that there is a statistically significant effect at a significance level ($\alpha \leq 0.05$) for core competencies (in its various dimensions) on the organizational excellence of Jordanian industrial companies.

Table (5): Research Hypotheses Test.

Hypothesis	Effect value		Se	T value	Significance level	R ²
	The Non-Standardized Effect) β (Standardized Effect) β (
H1 Core Competencies - → Organizational excellence	0.885	0.864	0.0777	11.397	0.000	0.747
H2 Core Competencies - → Human Capital	0.851	0.718	0.1241	6.856	0.000	0.5166
H3 Human Capital - → Organizational excellence	0.692	0.800\	0.0782	8.848	0.000	0.6400

As for testing the first research hypothesis, the table presents the total effect values for the impact of core competencies on organizational excellence, where the standardized effect value (0.8643) was recorded, and the effect value is considered positive. Additionally, it indicates the determination coefficient (R²) between the variables. The determination coefficient is an important statistical indicator when studying predictive relationships, signifying the ability of predictor variables to explain the variance or dispersion in the dependent variable to be predicted. The results show that the determination coefficient in the dependent variable reached (74.7%), and these values are considered high, indicating a high ability to explain the variance in the dependent variable. It is noteworthy that the significance level value for the mentioned effect reached (0.000), which is statistically significant as it is less than 0.05. Consequently, the research hypothesis is accepted.

The Second Hypothesis test displays the total effect values for the impact of core competencies on human capital, where the standardized effect value (0.7187) was recorded, and the effect value is considered positive. Similarly, it indicates the determination coefficient (R²) between the research variables. The determination coefficient is an important statistical indicator when studying predictive relationships, signifying the ability of predictor variables to explain the variance or dispersion in the dependent variable to be predicted. The results show that the determination coefficient in the dependent variable reached (51.66%), and these values are considered high, indicating a high ability to explain the variance in the dependent variable. It is noteworthy that the significance level value for the mentioned effect reached (0.000), which is statistically significant as it is less than 0.05. Thus, the second research hypothesis is also accepted.

Testing the third research hypothesis that examine the

impact of human capital on organizational excellence, where the standardized effect value reached (0.8001), and the effect value is considered positive. It also indicates the determination coefficient (R²) between the variables. The determination coefficient is an important statistical indicator when studying predictive relationships, signifying the ability of predictor variables to

explain the variance or dispersion in the dependent variable to be predicted. The results show that the determination coefficient in the dependent variable reached (64%), and these values are considered high, indicating a high ability to explain the variance in the dependent variable. It is noteworthy that the significance level value for the mentioned effect reached (0.000), which is statistically significant as it is less than 0.05. Therefore, the third research hypothesis is also supported and accepted.

Table (6): Shows the Results of the Indirect Effect of the Mediator Variable (Human Capital) on the Relationship Between the Independent Variable and the Dependent Variable.

Hypothesis number	Fourth hypothesis)H04(Indirect effect			Value of T	Level of significance)VAF(
		The Non-Standardized Effect (β)	Standardized Effect (β)	se			
H04	With mediating variable	0.2726	0.2661	0.1335	2.0419	0.047	30.79 Partial

The results of fourth research hypothesis in Table (6) shows that the values of the indirect effect of the mediator variable (human capital) on the relationship between core competencies and organizational excellence, where the standardized indirect effect value reached (0.2661). The table also displays a numerical indicator that helps determine the nature of the mediator variable's effect, which is the Variance Accounted For (VAF) index. The values of this index range from zero to (100), and the percentage expresses whether there is no effect of the mediator variable if it is less than 20.0%. It indicates partial mediation if the impact percentages are between (20%-80%), and it represents complete mediation if the percentages are between (80.0% - 100.0%). Therefore, as the indicated impact percentage is (30.79%), falling within the range of (20-80%), the effect of the mediating variable is considered partial.

It is also noted that the value of significance level for the mentioned effect reached (0.047), which is statistically significant as it is less than 0.05. As a result, this research hypothesis is also accepted.

Results Discussion

Through the results that were presented in the previous tables and that were previously referred, It can be discussed through the following points:

1-Elevated Relative Importance of Core Competencies in Jordanian Industrial Companies

This indicates the keen interest of Jordanian industrial companies in possessing resources, potentials, and capabilities. They focus on developing skills and performing activities that consistent with their needs, contributing to the generation of new resources, achieving excellence, enhancing their strength, and helping them exploit available opportunities in their environment to fulfill their objectives.

2-Mediated by the Relative Importance of Organizational Excellence in Jordanian Industrial Companies

This suggests that Jordanian industrial companies have the ability, to some extent, to exploit their operations and activities to generate value in the short term. They explore new opportunities and invest in existing competencies to ensure their survival and continuity.

3-Mediated by the Relative Importance of Human Capital in Jordanian Industrial Companies

This refers to a certain level of interest in human resources by Jordanian industrial companies. They implement procedures and practices that contribute to maintaining and investing in their employees' assets, knowledge, and skills to achieve their goals.

4-Significant Impact of Core Competencies on Organizational Excellence in Jordanian Industrial Companies

This spot the light the significant and positive role that core competencies play in the sustainability and development of firms. Core competencies contribute to generating value, leveraging the available capabilities and skills in addition to exploring new opportunities to achieve organizational goals. The study emphasizes dealing with emerging technologies and achieving flexibility in organizational procedures.

5-Significant Impact of Core Competencies on Human Capital in Jordanian Industrial Companies

The positive and vital role that played by core competencies in a firm's human capital which contributes by being a source of these competencies. Through the application of practices, activities, and operations that ensure a certain success level in investment in human capital, competency enhancement, and skills development, that lead the companies to achieve the quality in their work

6-Significant Impact of Human Capital on Organizational Excellence in Jordanian Industrial Companies

Based on the positive and crucial role played by human capital in guiding companies towards development and sustainability. This study recommends to the Jordanian firms should focus on the human capital due its contribution to enhance the companies' ability to deal with environmental changes, problem-solving, and adopting innovative approaches to achieve desired success.

7-Indirect Impact of Human Capital on the Relationship between Core Competencies and Organizational Excellence

The human capital represents one of the most important sources of core competencies for a company. Through its experiences, knowledge, and skills, human capital enables the achievement of organizational excellence by creating new resources for the company. This leads to high performance rates, outperforming competitors, exploring and investing in future opportunities. Ultimately, this helps the company generate, maximize, and achieve progress and development, ensuring its survival and continuity.

Research Recommendations

Through the results of the current study, a set of recommendations can be presented to interested parties.

1-Identifying and Utilizing Core Competencies

This study recommends the companies to focus on identifying their core competencies and leveraging their resources and capabilities to improve and develop their performance.

2-Building and Developing Core Competencies

Emphasize the construction and development of core competencies in Jordanian industrial companies as a crucial source for achieving excellence, distinctiveness, and competitive advantages. Diversify these competencies to align with the company's environment, nature, capabilities, and resources.

3-Effective Investment in Core Competencies

Actively invest in the core competencies of Jordanian industrial companies, including the skills and experiences represented by their human resources due to its role in achieving the organizational excellence.

4-Enhancing Awareness of Organizational Excellence

Increase understanding and awareness among employees of Jordanian industrial companies regarding organizational excellence and its importance in generating competitive advantages for the company.

5-Supporting Human Capital

Support the human capital possessed by the company, utilizing its knowledge, skills, experiences, and competencies to enhance organizational excellence.

These recommendations collectively aim to guide the Jordanian companies in the industrial sector toward strategic actions that optimize and harness their Core Competencies, thereby fostering organizational excellence and ensuring sustainable success in a competitive business environment.

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