



The Role of the Banking Industry in Achieving Regulatory Brilliance: Evidence from Commercial Banks in Jordan

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ABSTRACT

Purpose of the study: Study constitutes a relatively new area; the aim of this research is to identify whether the use of technology (Banking Industry) in banking leads to regulatory brilliance. Moreover, study aims to develop the concept of banking industry and its key role in creating a comprehensive and integrated environment and thus to promote the banking sector by introducing the concept of regulatory brilliance.

Methodology: A sample of Jordanian commercial banks was selected through our study, and it was distributed to workers (Bank Managers, Clients Departments & Accountants) a questionnaire of (200) forms which includes (30) questions.

Main Findings: The results of the study showed a significant impact of the banking industry on regulatory brilliance. As the impact force was one of the changes that occurred in the regulatory brilliance of employees in banks. Thus, the study takes the conclusion that the banking industry, which encourages workers to develop and disseminate technology and expand the employees' vision by departments in these banks, has a clear impact on enhancing regulatory brilliance.

Applications of this study: Regulatory brilliance can play a key role in promoting the banking industry by creating a comprehensive and integrated environment that encourages innovation, efficiency, and financial inclusion. Banks that adopt regulatory brilliance can stay ahead of the curve and provide better services to their customers, while contributing to the overall development of the economy.

Keywords: Banking Industry, Regulatory Brilliance, Jordanian Commercial Banks.

INTRODUCTION

The banking industry is of great importance in demonstrating the dynamic reality of the main interface of the economy through its development and interest in it in banks and financial institutions, as the bank administrations are racing to show the importance of the banking industry and its role in achieving comprehensive prosperity in banks. With its development and prosperity, the banking business develops and leads to reaching regulatory brilliance (August et al, 2022).

Therefore, it was necessary to have a study aimed at clarifying the reality of the banking industry and its role in achieving comprehensive concepts that are reflected in the performance of banks and their regulatory brilliance by employing and training the skills of employees and encouraging them to keep up with developments and integration into the banking industry, which has a comprehensive and tangible impact on achieving regulatory brilliance and thus gaining client satisfaction and attracting more clients.

As a result of the increase in the volume and scope of banking activity, bank administrations have paid more attention to the incorporation of technology into banking work in order to keep up with the development of banking services by providing cutting-edge machines and computers to expeditiously complete tasks and reduce costs for their clients, thereby enhancing the levels of regulatory brilliance that serve as the foundation for these banks to operate (Tsindeliani at al., 2022).

The research dealt with four axes: the first axis dealt with the research methodology, while the second axis included the theoretical side, which consists of two requirements: the first being the requirement of the banking industry and the second being regulatory brilliance. The third axis dealt with the application side, and the fourth axis is the conclusions and recommendations.

Problem of the Study and Question

The banking sector is one of the most qualified and adaptable to modern developments thanks to its flexibility and special capabilities, especially considering the global openness that is taking place, which puts banks in front of competition that they cannot face without modernization and the use of advanced technologies used by banks in developed countries.

Imposed upon these banks is the need to work on the process of change and regulatory development in their various businesses and activities in order to keep up with these developments, as well as the intensity of competition between banks and their great pursuit to achieve the highest levels of regulatory brilliance in banking performance, whereby the banking industry reduces time, reduces costs, and enhances better levels of regulatory brilliance than competitors to achieve efficiency and effectiveness in activities and processes by encouraging and motivating employees and expanding their vision through others, as well as the dissemination and development of cultural intermediaries to enhance creative and innovative processes and their use in organizational practices and processes that contribute to the value of the organization and working together in order to achieve excellence and creativity in the service of clients

1. It was concerned with studying the variables and dimensions of the study and the relationship between them; according to the researchers, there has been no previous study at the local, Arab, or foreign level combining the variables of the current study with its dimensions in a single hypothetical scheme.
2. The importance of the current study is embodied in the construction of a knowledge framework for the current study variables (banking industry, regulatory brilliance), as well as the presentation of a knowledge accumulation that is a starting point and a motivation for other researchers to enrich this subject in future studies.

The importance of the study and its objectives

By identifying the problem of the current study and the lack of studies linking the variables researched and their importance, the main objective of this study can be clarified, which is to test the relationship between the two variables represented by the banking industry and regulatory brilliance, as well as to achieve a set of objectives as follows:

1. Recognizing the availability of the dimensions of the banking industry in the surveyed banks and the extent to which regulatory brilliance is achieved.
2. Identifying the trends and nature of relationships between the two research variables (banking industry, regulatory brilliance) and their dimensions.

The Theoretical Side

Banking industry

The use of contemporary technologies and advancements, such as the Internet, computer, printer, scanner, cellular devices, and other modern technology, in the process of gathering, retrieving, and analyzing information to aid in the decision-making process (Makori , 2017). as he defined it as a collection of computers, supporting equipment, software, services, and resources suited to the phases of work that make digital information created and stored simple to use and engage in (Schnase et al., 2017). And he defined it as the use of contemporary technology (tools) such as computers, printers, the Internet, scanners, cellular devices, and other tools in data gathering, preservation, processing, dissemination, and transmission to aid in decision-making assistance, problem-solving, and data analysis (Ezekwe, 2019).

Dimensions of the banking industry

Technology

It is a collection of techniques and procedures for a craft, profession, or industry (Cirillo, 2017). As the researcher recognized, it is a collection of procedures and tools used to apply creative ideas with the results of preceding mathematical computer processing and create them with high precision to complete a task (Asad et al., 2021).

Time

It is the process of making the most of the time we have and the skills we have to reach the important goals we have for our lives while keeping a balance between work and private life and the needs of the body, soul, and mind (Cottrell, 2021). It is the practice of investing time and making the most of it in order to meet the goals of the organization and maintain a healthy work-life balance (Rodríguez-Sánchez et al., 2020) Time is the art and science of sensible use of time or the science of efficiently investing time, a process based on planning, organization, coordination, motivation, direction, monitoring, and communication (Ogbo & Ukpere, 2014). As a unique set of personal skills and abilities that can use all the student's potential to suit his or her requirements, as well as the capacity to justify time and make the most of it (Plokhikh et al., 2021).

Cost

The cost is defined as the amount paid to the supplier for the purpose of achieving a specific goal and is measured (such as raw materials or advertising) by a monetary unit to be paid for goods or services, and a distinction must be made between the actual cost, which is the cost that is actually achieved (historical cost), and the budget cost, which is the expected cost or predicted and called the "future (Krajewski et al., 2007) .

As defined by Hansen et al., (2002), "target cost is a method for determining the cost of a product or service based on the "target price" that clients are willing to pay. It is believed that the target cost estimate encourages managers to evaluate the overall impact of product design costs over the product life cycle while also providing incentives for design changes that reduce costs. It is defined by Venkataraman & Pinto (2002) as a critical tool for management as it seeks to strategically manage the company's costs and profits by ensuring that products are designed to be produced at a low enough cost to price competitively, so management can achieve and maintain a sustainable competitive position in the market.

Regulatory Brilliance

The term brilliance relates to the meanings of originality, perfection, superiority, and excellence in the context of anything that a person develops and exemplifies. The idea of regulatory brilliance has evolved as the most significant result of the corporate world's information revolution. As it is a complete idea that, on the one hand, describes the Organization's aims and objectives and, on the other hand, represents the essential foundation that characterizes the Organization (Dahlgaard & Anninos, 2022), it is a collection of qualities and advantages that a business possesses, exemplified by basic and organizational resources and competencies that are difficult to replicate by other firms operating in the same industry. A collection of qualities and benefits that the company holds, including resources and essential and organizational competencies that are difficult to copy by other firms operating in the same industry (Dahlgaard & Anninos, 2022). The highest levels of achieving excellence and superiority in providing services and products to others in a way that surpasses competing organisations and in the long term are in the fields of leadership, service, and knowledge (Nafei, 2018).

Dimensions of Regulatory Brilliance

Leadership brilliance

Brilliant leadership is one of the most important basic factors that supports the achievement of brilliant regulation. This is because it effectively motivates and charges the determination and energy of working people and encourages them to take part in brilliant, innovative, and creative processes that help them break away from routine and traditional ways of doing things. (Pendleton & Furnham, 2016) And distinguished leadership is one of the most important supporting and motivating factors for adopting the concept of excellence and brilliance in the organization by instilling and adopting these concepts in the organization's mission, objectives, and goals and making them one of its strategic priorities. Hickman & Silva (2018) Brilliant leadership is important in the process of brilliance and excellence in the organization because it influences the behaviors of individuals working to achieve regulatory brilliance (Dias & Borges, 2017).

Knowledge Brilliance

Knowledge brilliance contributes to many activities, the most important of which is its effectiveness in decision-making at all stages, including the stages of identifying the problem, selecting an alternative, and evaluating alternatives, by providing decision-makers with all the information and data that make it an effective process, as well as by enhancing workers' abilities to know what tasks are assigned to them. (Basile et al., 2016) Knowledge also contributes to providing a vast amount of information and data that helps communication organisations develop their skills and capabilities, address them, and transform them into a set of decisions that help them achieve their goals and solve their problems, as well as their contribution to achieving competitive advantage, and is, alongside its material resources, one of the most essential organizational resources (Antunes & Pinheiro, 2020).

Brilliance of Service and Innovation

The service was described as the different benefits and services that the company offers to its customers through its websites in a timely and effective way (Merican et al., 2021; Fan, 2021) defined it as a set of activities or benefits provided by one party to another that are essentially intangible and always associated with a material product, whether it is tangible or not. It also defines the ability to provide the service in a way that exceeds or matches the expectations and

perceptions of those who benefit from it, which contributes to increasing client satisfaction, taking the cost factor into account. Kogabayev and Maziliauskas, 2017, felt that innovation is the economic impact of technological change, such as the use of new sets of existing productive forces to solve business problems or a process combining science, technology, economics, and management.

Based on the above theoretical framework, we will formulate hypotheses as follows

Research Hypotheses

The research is based on two basic hypotheses:

1. The first hypothesis: there is a significant correlation between the banking industry in its dimensions and the regulatory brilliance in Jordanian commercial banks.
2. The second hypothesis: there is a significant impact of the banking industry in its dimensions and regulatory brilliance in Jordanian commercial banks.

LITERATURE REVIEW

The research sought to investigate the various types of integration, as well as their forms and motivations, at both the global and local levels. As we touched on in shedding light on the Egyptian experience in integration as well, A model was proposed for quantitative measurement, and what are the indicators of the performance of the banking system.

The problem with research is that the banking mergers in Egypt were under the name of forced mergers." Some of them are hostile and yet have achieved positive results in their content. Some studies related to the study's variables are discussed below. .The most important are Study (Nofal, 2018) This study refers to the stages that the banking industry has gone through over the past two decades. Through it, it faced many fluctuations that reflected challenges that were not considered. Difficulties can arise from either the internal or external environment in various economic, social, and technological fields, and these changes force organisations to adopt new strategies and eliminate the state of uncertainty and imbalance to survive.

By the twenty-first century, the banking industry acquired a new look by relying heavily on electronic banking technologies and services, including the creation of modern systems that were in line with technological developments, the most important of which are credit query systems.

Therefore, the problem of research centers on the following question:

Is there a capacity for all Arab countries to have advanced credit query systems, and what would happen if Arab countries could not have outstanding credit query systems to collect positive and negative information about borrowers, and what are the negative effects of not having these systems on the banking industry As for the study (Al-Hadi, 2007), which confirmed through its content that the banking industry is one of the most exposed to threats and risks, especially in the modern world, where these risks have increased and changed in nature in light of the developments of financial liberalization, the innovations of banking and the growing use of new ideal financial instruments help to reach higher levels of tremendous technological progress in the banking industry hence, risk management has gained increasing importance among the banking sectors and has been included by the Basel Committee as one of the important axes in determining bank solvency.

The study (Al-Nuaimi, 2019), shed light on the banking industry in the eyes of its followers as it imposed its rhythm on the different walks of life, be they economic, social, cultural, or political, based on the economies of the world, will emerge different countries, banking activity is the nerve of economic life because it contains money. It is expected that the banking industry will be affected by the great revolution in informatics and communications, from which the author of the banking industry in the light of this globalization, Dr. Mustafa Kamal Sayed The researcher in the field of economics and banking intends to constitute a real addition to banking literature in general and Islamic banking in particular as it raises questions and attempts to answer them by drawing features and indicating directions of progress.

Islamic banking industry in the future in light of these rapid changes in the banking industry due to globalization, which has occupied the forefront of economic literature since the nineties of the last century. A Study (Abdul Halim, 2013) Through which the emphasis was placed on the concept of brilliance and thoroughness, with the meanings of creativity, excellence, mastery, and excellence as well. Where emerged in the world of business the term organizational brilliance in light of the summit of developments and global competition with a state of economic uncertainty, as the competitiveness of institutions depends on factors related to their internal capacity for creativity, which makes creativity an inexhaustible resource in business organisations and brought about by the cognitive revolution in business economics, The concept is considered complete and integrated in terms of identifying the goals and objectives that the organisations seeks to achieve

on the one hand and representing them in the cornerstone on the other hand that distinguishes the organization from other competing organizations.

As for the study Al shobaki and Abu Naser (2016) that aims to achieve the concept of organizational brilliance to help the organization achieve adaptation, improvement, and creativity with developments in the internal and external environment, the success of organisations and the secret of their survival lie in the success and strength of their departments to invest their intellectual energies in a way that enhances and preserves them. It is imperative that there are many talented and rare elements, whether in terms of human resources or material, and their diversity in a way that contributes to how they are synthesized in order to achieve organizational brilliance and move away from traditional behavior and performance for current and future success (Walker & Shelton, 2010).

METHODOLOGY

This study with a descriptive analytical approach is an application study based on analysis using a resolution that is equipped to be a tool to obtain the information needed by the Applied side to study and test hypotheses .

Secondary sources related to the topic, namely literature and references related to the topic, were also compiled and the aim of this is to provide data on the variables of the study in order to prepare the theoretical framework and then use statistical methods to analyze the data collected to clarify the extent of the development of the banking industry and the impact of regulatory brilliance .

Search limits

Objective limits: Represented in the banking industry and regulatory brilliance and its impact on banks and their reflections on studies and research and work to create an environment efficient and effective in reducing the cost, time and effort in the banking sector and its supply of innovative technology that aims to attract clients and thus create new future aspirations.

Spatial limits: Commercial banks listed on the ASE -The Hashemite Kingdom of Jordan.

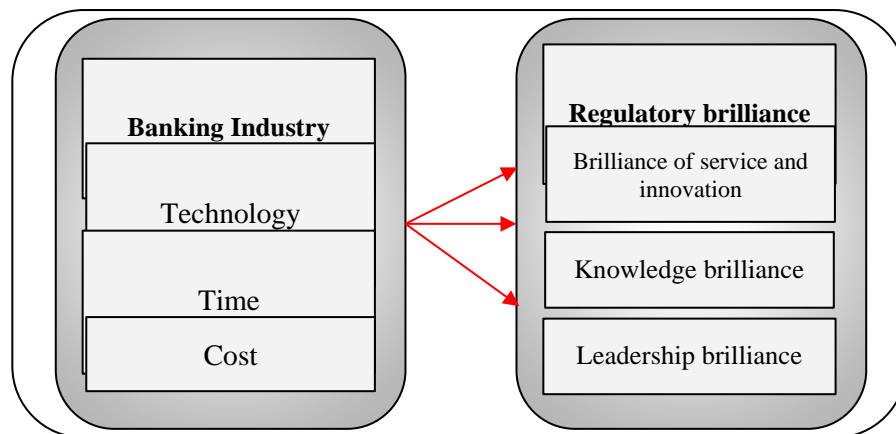
Human limits : managers of branches, departments, divisions and divisions within the Capital Governorate.

Temporal limits: 2022.

The hypothetical plan of the research

The hypothetical chart is designed to represent the basic idea underlying the research, and to clarify the dimensions of the variables of research and its problems and achieve its objectives, as it is designed to clarify the nature of the relationship between the research variables and the chart included two main variables: The independent variable (x) represents the banking industry, and the dependent variable (y) represents the regulatory brilliance.

Chart (1)



Source: Researchers

Methods of information collection, measurement and analysis

- (1) Validity tests using factor analysis and stability testing through (Cronbach's Alpha).
- (2) Normal distribution using statistical methods by the program (25 SPSS.v).
- (3) Descriptive statistics using (arithmetic medium, standard deviation, relative weights, grade and order estimates).

RESULTS AND DISCUSSION

Study tool

In this section, the information generated from the analysis of the data collected using the questionnaire form designed in the light of the five-year lecred scale will be interpreted, Where the highest weight on the scale is equal to degree (5) to represent the answer field (fully agree),

while the lowest weight on the scale is equal to degree (1) to represent the answer field (completely disagree), Where a random sample size (200) respondents were selected in order to display and analyze the responses of the sample members and their perceptions of the variables of the study and its sub-dimensions and test the hypotheses of the study using the methods of descriptive and heuristic statistics.

Test the stability and test validity of the study tool

The stability test (half-hash) was conducted in order to find out the stability value of the Resolution (Scale), which means the stability of the results obtained.

Truthfulness was also tested in a way (self-truthfulness) in order to know the truthfulness of the measure, which means whether the measure measures what was set to be measured (the extent to which the test represents the behavior to be represented).

Table (1) Showing the values of the constancy and truthfulness coefficients of the scale

Dimension / variable	Value of constancy coefficient Half-hash	The value of the coefficient of self-truthfulness (Square root of the constancy coefficient)
Banking industry	0.90	0.94
Organizational brilliance	0.89	0.93
Total scale (quastionere)	0.92	0.94

Source: preparation of researchers based on the outputs of the program(spss. v25)

It is clear from the values of the above constancy coefficients that all of them are greater than (0.68) and therefore the scale is characterized by high stability and the values of the coefficient of self-honesty are high and close to the correct one, which indicates that the scale is characterized by acceptable truthfulness and stability and is suitable for relying on the output obtained from it.

The research community and its sample

The research community consisted of a number of employees of national banks in Jordan, including (Bank manager, departments officials and clients who work within those banks) And a regular random sample of (220) employees was selected. And a questionnaire was applied to them.

And (210) of them were recovered. After examining it before the statistical treatment, it was found that the valid ones were (200) questionnaires.

Characteristics of the Research Sample (demographic information):

We indicate in this paragraph the characteristics of the search sample, which includes (gender, age, years of service in the job, academic achievement) and as in the following table:

Table (2) shows the distribution of the sample members according to the study variables.

Variable	Categories	Number	Ratio
Gender	Male	110	55%
	Female	90	45%
Total		200	100%
Qualification	Bachelor's	110	55%
	Higher diploma	70	35%
	Master's	15	7.5%
	PhD	05	2.5%
Total		200	100%
Educational Years of service	Less than 5 years	80	40%
	6-10 years old	20	10%
	11-15 years old	60	30%
	More than 15 years	40	20%
Total		200	100%
Age	20-25 years old	90	45%
	26-30 years old	10	5%
	31-35 years old	61	30.5%
	More than 40 years old	39	19.5%
Total		200	100%

Source: Prepared by researchers based on the outputs of the spss. program v25

By reviewing the results shown in the previous table, it shows the following:

Gender variable: (55%) of the total sample members were male, while (45%) of the total sample members are Female.

Educational Qualification variable: (55%) of the total sample members have a bachelor's degree and there were 110 workers, while (35%) of the total sample members have a higher diploma degree and there were 70 workers, while (7.5 %) of the total sample members have a master's degree and there were 15 workers, while (2.5%) of the total sample members have a Doctorate and there were 5 workers.

Of the total members of the study sample, years of service are less than 5 years

Years of service variable: The frequencies and percentages show that the sample members are representative of all the few, medium and large categories of experience Among the jobs in banks is the research sample, and this difference can benefit the study.

Age : The frequencies and percentages show that the sample is representative of all age groups, and this serves the objectives of the study more, The sample was not focused on a specific age group.

Banking Industry

Area 1: Technology

Table (3) shows the results related to the responses of the workers to the paragraphs of the first area (Technology) and shows the arithmetic averages, standard deviations, relative weights, grade and ranking of estimates.

No.	Paragraph	Arithmetic average	Standard deviation	Relative weight	Grade degree	ranking
1	The application of financial technology enables the Bank to take advantage of new paths of economic and financial development to support growth and alleviate poverty.	3,48	0,51	68,8	Large	1
2	Expanding the dissemination of electronic financial services reduces related costs and provides new ways to increase funding.	2,72	0,48	53,6	Middle	2
3	The availability of new information services aims to assess risks and stimulate new companies and businesses activities.	2,74	0,52	54	Middle	3
4	New technologies enable the delivery of financial services to be enhanced by the development of basic infrastructure such as communications.	2,71	0,50	53,4	Middle	4
5	The development and exchange of financial information supports and improves feedback and follow-up. To achieve these objectives, it would highlight the importance of Continuous Surveillance, and this includes facilitating the formulation of responses in a timely manner.	2,37	0,53	46,2	Weak	5
General estimate of area		2,80	0,42	55,4	Middle	

Source: Prepared by researchers based on the outputs of the spss. program v25

The table shows that the general level of estimation of employees to a technology degree has been reached (2.80), and by relative weight (55.4%), this indicates that the degree of assessment was average, and the highest level was included in the paragraph (The application of financial technology enables the Bank to take advantage of new paths of economic and financial

development to support growth and alleviate poverty). This can be attributed to motivating workers to increase their enthusiasm and develop their desire to achieve the Bank's goals through technology to accomplish their tasks of the highest quality.

Area 2: Time

Table (4) shows the results of the workers' responses to the second area paragraphs (time):

Table (4) shows the arithmetic averages, standard deviations, relative weights, grade and ranking of estimates. The managers' time is in descending order

No.	Paragraph	Arithmetic average	Standard deviation	Relative weight	Grade degree	ranking
1	Putting marks and deadlines for tasks in the agenda is one of the important means of organizing time.	2,71	0,48	71,4	Large	1
2	Time planning is flexible and appropriate to the individual's abilities to complete the plan.	2,76	0,46	56,3	Middle	2
3	Time is organized based on the degree of importance on the daily agenda.	2,74	0,52	51,1	Middle	5
4	It takes a little time when transferring transfers between banks.	3,51	0,51	54,1	Middle	3
5	The time to submit the bank service was invented.	3,53	0,48	53	Middle	4
General estimate of area		3,05	0,47	59,8	Middle	

Source: Prepared by researchers based on the outputs of the spss. program v25

Table (4) shows that the general level of estimation of employees to a time degree has been (3.05), and by relative weight (59.8%), this indicates that the degree of assessment was medium, and the highest level was included in the paragraph (Putting marks and deadlines for tasks in the agenda is one of the important means of organizing time.), and to a great extent for this period. This can determine the time of the basics of the industry and this indicates the completion of the task and achieving the goals and leads to the achievement of brilliance in the banks and encourages clients to deal with these banks.

Area 3: Cost

Table (5) shows the arithmetic averages, standard deviations, relative weights, grade and ranking of sample study estimates.

No.	Paragraph	Arithmetic average	Standard deviation	Relative weight	Grade degree	ranking
1	The bank has a specialized staff to calculate the cost of the banking service department or division.	3,52	0,52	59,2	Middle	3

2	Banks seek to constantly reduce maintenance costs.	3,51	0,50	61,4	Large	2
3	The management of the bank understands that pricing decisions depend on calculating the cost of banking service.	2,98	0,09	58,8	Middle	4
4	The management of the bank seeks to reduce the cost to achieve client satisfaction.	3,01	0,57	70,9	Large	1
5	Banks are constantly seeking to reduce direct industrial costs.	3,49	0,52	57,9	Middle	5
General estimate of the area		3,30	0,37	58.6	Middle	

Source: Prepared by researchers based on the outputs of the spss. program v25

Table (5) shows that the general level of estimation of employees a cost to managers (3.30), and by relative weight (58.6%), this indicates that the degree of assessment was medium, and the highest level was included in the paragraph (The management of the bank seeks to reduce the cost to achieve client satisfaction.), and to a great extent for this period. This can be attributed to the gain of banks to clients and to achieve satisfaction and work to attract them by reducing those costs. This is one of the dimensions of the banking industry in achieving regulatory brilliance by reducing interest.

Regulatory Brilliance

Table 1: Brilliance of service and innovation:

Table (6) shows the results of the workers' responses to the first area paragraphs (Brilliance of service and innovation): Table (6) shows the arithmetic averages, standard deviations, relative weights, grade and ranking of sample study estimates of service brilliance and innovation level.

No.	Paragraph	Arithmetic average	Standard deviation	Relative weight	Grade degree	ranking
1	The company's management works on sharing information to develop new ideas in providing services.	2,74	0,52	54,8	Middle	5
2	The bank's management is used to provide services to meet the needs of clients.	3,49	0,51	61	Middle	3
3	The company's management encourages employees to provide innovative ideas that contribute to improving the service.	3,14	0,14	70,1	Large	1
4	Our bank has information and communication technology to communicate with customers.	3,48	0,13	61,7	Middle	2
5	The company's management develops the service through continuous improvement and research and development.	3,03	0,22	59,8	Middle	4

General estimate of area	3,17	0,34	67,6	Middle	
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Source: Prepared by researchers based on the outputs of the spss program v25

Table (6) shows that the general level of estimation of strength of brilliance of service and innovation among managers from the point of view of the employees has been (3.17). By relative weight (70.1%), this indicates that the degree of assessment was medium. The highest level was included in the paragraph (the management of the company encourages employees to provide innovative ideas that contribute to improving the service).

Area 2: Leadership brilliance:

Table (7) shows the results related to the employees' responses to the paragraphs of the second area (Leadership brilliance): **Table (7)** Arithmetic averages, standard deviations, relative weights and grade and ranking of sample study.

No.	Paragraph	Arithmetic average	Standard deviation	Relative weight	Grade degree	ranking
1	Senior management emphasizes commitment to the contents of leadership brilliance compared to competitors.	3,46	0,51	60,1	Middle	2
2	The company's senior management undertakes the planning process for future needs.	4,31	0,75	81	Very large	1
3	The company's senior management adopts strategic objectives based on the needs and desires of clients.	3,45	0,52	59,2	Middle	3
4	The company's management rewards employees who achieve brilliance in their work.	2,72	0,48	54,5	Middle	5
5	Senior management is interested in holding specialized courses to inform employees of the importance of client service.	3,47	0,53	56,4	Middle	4
General estimate of area		3,29	0,46	64,8	Middle	

Source: Prepared by researchers based on the outputs of the spss. program v25

Table (7) shows that the general estimate of the level of leadership brilliance among managers from the point of view of the workers was (3.29), and by relative weight (64.8%), this indicates that the degree of assessment was medium, and the highest level was included in the paragraph (provides advice and guidance to teachers based on his previous and scientific experiences), and with a very high degree for this paragraph, This can be attributed to the fact that bank

administrations are concerned with the quality of services they seek to provide to their clients and plan for their future needs through modern technologies.

Area 3: Knowledge Brilliance

Table (8) shows the results related to the workers' responses to the paragraphs of the third area (Knowledge brilliance): **Table (8)** shows the arithmetic averages, standard deviations, relative weights, degree and order of the study sample estimates of the level of reward strength for managers, in descending order.

No.	Paragraph	Arithmetic average	Standard deviation	Relative weight	Grade degree	ranking
1	The company's management uses information technology thinking and innovation to find cognitive solutions.	2,92	0,12	52,6	Middle	5
2	Knowledge is shared at the higher and lower administrative levels from its various sources.	3,01	0,09	61	Middle	4
3	The company's management is developing its knowledge assets to keep pace with new developments.	3,03	0,12	60,7	Middle	3
4	The company's management provides the right knowledge at the right time and place to keep up with new developments and changes.	3,51	0,51	62,3	Middle	2
5	The company's management has sufficient knowledge to achieve external and internal communication to coordinate the tasks associated with its business.	4,32	0,71	87	Very large	1
General estimate of area		3,35	0,18	64	Middle	

Source: Prepared by researchers based on the outputs of the spss. program v25

Table (8) shows that the general estimate of the level of knowledge brilliance of managers from the point of view of the employees was (3.20), and by relative weight (64%), this indicates that the degree of appreciation was medium, and the highest level was included in the paragraph (The company's management has sufficient knowledge to achieve external and internal communication to coordinate the tasks associated with its business), and to a very large extent for this paragraph, These results can be attributed to the fact that the management of banks is keen to invest knowledge regardless of its type as it works to employ it in the work ideally in order to keep up with new developments, which makes this need to establish panel discussions that support knowledge through the intellectual energies of employees working in banks.

Table (9) shows the results of testing the correlation between the banking industry and regulatory brilliance.

Dependent variable		Pearson correlation coefficient value/level of significance	Areas of regulatory brilliance			Total degree of regulatory brilliance
			Brilliance of service and innovation	Leadership brilliance	Knowledge brilliance	
Independent variable						
Areas of the banking industry	Technology	The value of the Pearson correlation coefficient	** 0,78	** 0,72	** 0,63	** 0,74
		Level of significance	0,00	0,00	0,00	0,00
	Time	The value of the Pearson correlation coefficient	** 0,83	** 0,77	** 0,69	** 0,79
		Level of significance	0,00	0,00	0,00	0,00
	Cost	The value of the Pearson correlation coefficient	** 0,92	** 0,87	** 0,81	** 0,89
		Level of significance	0,00	0,00	0,00	0,00
Total marks banking industry		The value of the Pearson correlation coefficient	** 0,85	** 0,79	** 0,72	** 0,81
		Level of significance	0,00	0,00	0,00	0,00

Source: Prepared by researchers based on the outputs of the spss. program v25

Table (9) shows that there is a positive and statistically significant direct correlation between **the banking industry and regulatory brilliance**, where the value of the total Pearson correlation coefficient between the two variables is (0.81), and the presence of a sign (**) confirms the significance of this relationship, and this means that there is a statistically significant correlation at the significance level ($0,05 > \alpha$) and accordingly, the greater the banking development (the banking industry) in the banks, the greater the level of regulatory brilliance within the banks, and from this it can be said that the banking industry is a key factor in achieving the regulatory brilliance at Jordan national banks. This can be attributed to the fact that the banking industry, with

its dimensions (Technology, Time, Cost) is related to influencing the dimensions of regulatory brilliance (Brilliance of service and innovation, Leadership brilliance, Knowledge brilliance).

CONCLUSION

The study revealed that the banking industry has a significant impact on regulatory brilliance, as evidenced by the changes observed in employees' regulatory brilliance in banks. Banks that encourage technological development and expansion of employees' vision by departments have a clear impact on enhancing regulatory brilliance. Jordanian banks' administrations aim to use the banking industry to analyze clients' needs and accomplish tasks in the most efficient manner. As the banking industry develops, traditional banking practices are being replaced. The influence of the banking industry on regulatory brilliance is an important factor in client satisfaction and the development of the banking sector. On the other hand, this study examines the banking industry's role in achieving regulatory brilliance in Jordan, but it has some limitations. Firstly, it only focuses on commercial banks, and the findings may not be applicable to other types of banks. Secondly, the study is constrained by time as it only provides a snapshot of the banking industry in Jordan at a particular point in time. Lastly, external factors such as political instability and changes in the regulatory environment are not considered, which could impact the industry's performance. Nevertheless, this study offers valuable insights into regulatory brilliance's promotion of the banking industry's growth and development in Jordan. Future research can address these limitations and further expand knowledge in this area. Under those circumstances, we provide some recommendations to achieve success and meet organizational goals, regulatory brilliance through innovation and knowledge is crucial. Quality service and innovation are necessary to gain customer loyalty without favoring a specific segment. Utilizing modern methods to increase revenue, reduce costs, and gain a competitive edge is essential. Analyzing competitors and client needs is necessary to achieve satisfaction and loyalty. Providing adequate resources for effective development and marketing of banking services, including human, technological, and material requirements, is also crucial. Properly training and employing staff is necessary for organizational development and regulatory brilliance. Finally, sharing expertise and experiences in regulatory brilliance between banks and commercial banks is essential.

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