



The Moderating Role of Financial Technology in the Relationship between Business Process Reengineering and Sustainable Competitive Advantage at Jordanian Commercial Banks

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الملخص

This study aims to examine the impact of BPR (business process reengineering) on SCA (sustainable competitive advantage) and the moderating role of financial technology within a Jordanian Commercial Banks. The study data were collected from 205 top and middle managers in Jordanian Commercial Banks. This paper utilized (PLS-SEM) using SmartPLS4 software to assess the measurement, structural models as well to test hypotheses. According to the findings, BPR (business process reengineering) has a positive impact on SCA (sustainable competitive advantage) ($\beta = 0.678$, $t = 15.282$, $p < 0.000$) and ($R^2 = 0.876$), which means that 87.6% of the variance in SCA (sustainable competitive advantage) has been explained by BPR (business process reengineering). Moreover, financial technology moderates the relationship between business process reengineering and sustainable competitive advantage, as well the weak effect size, which may be a result of several possible factors in the Jordanian context, including the disparity in the level of adoption of financial technology among banks due to regulatory restrictions, in addition to the lack of availability of an integrated digital infrastructure. Also, the study revealed that this paper contributes to the resource-based and dynamic capabilities views by demonstrating the impact of BPR (business process reengineering) on SCA (sustainable competitive advantage) and the moderating role of financial technology variables.

Keywords: Business Process Reengineering, Sustainable Competitive Advantage, Financial Technology, Jordanian Commercial Banks, Jordan.

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1. Introduction:

Modern organizations face a host of challenges that require them to continually develop and research in a highly competitive environment. Many view this type of competition as a logical consequence of the organization's limited capabilities and potential. Organizational operations have entered a new era of competition, transforming the environment from a slow-moving one to one characterized by rapid turbulence. As a result of successive technological developments, accompanied by the evolution in the use of administrative approaches, which aimed primarily to support the organizations' ability to reach competitive advantages, many organizations have adopted business process reengineering (BPR) because it is regarded as one of the Managerial approaches aligned with the developments brought about information and communications technology, and it focuses on improving management efficiency and effectiveness.

According to Tekka (2021), organizations adopt the philosophy of business process reengineering to define their business process model and achieve sustainable competitiveness in a competitive environment. Therefore, many organizations have recognized that business process reengineering has become a necessary strategic alternative due to the shift in competition from cost and quality towards flexibility and responsiveness, which positively contributes to enhancing the organization's value (Nazif, 2022; Nadji, 2024). Furthermore, a BPR (business process reengineering) strategy is considered one of the cornerstones in succeeding SCA (sustainable competitive advantage) (Olannye et al. 2023). Okoisama et al. (2022) argue that business process reengineering plays a role in organizational sustainability.

Nargesi and Bazae (2022) also emphasized the need to focus on reengineering business processes in technological aspects due to their positive impact on achieving the goals of knowledge-based IT organizations. Al-Qararah (2023) highlights the positive influence of financial technology infrastructure on competitive advantage, while Subanidja et al. (2022) highlights the direct and indirect effects of FinTech (financial technology) on SBP (sustainable banking performance) and the achievement of CA (competitive advantage).

Given the hypercompetition among Jordanian commercial banks and the diverse financial services they offer to maintain their survival and market share, Jordanian commercial banks must have a competitive weapon to defend against and repel attacks from other banks, while also capitalizing on opportunities and adapting to the changing banking market. Consequently, Jordanian commercial banks must adopt a business process reengineering approach, leveraging financial technology to challenges they encounter. previous researches have addressed both Business Process Reengineering (BPR) and Sustainable Competitive Advantage (SCA) separately, the interactive relationship between them, particularly in light of the transformative role of FinTech, has not received sufficient attention, especially in the banking environment of developing countries like Jordan. Therefore, a lack of integrated studies that combine the concepts of Business Process Reengineering and FinTech within a single framework that explains how technology can enhance the influence of BPR (business process reengineering) on SCA (sustainable competitive advantage), as well, the limited geographical focus of previous research, with most studies concentrated in advanced economic environments, while the Jordanian banking environment still suffers from gaps in understanding how to leverage FinTech to enhance competitive sustainability, and the absence of recent applied studies that utilize advanced analytical tools such as PLS-SEM to examine the

complex relationship between the three variables BPR, FinTech, and SCA. Consequently, this gap highlights that the conditional (interactive) links between process reengineering and sustainable competitive advantage through the transformative role of fintech are not yet sufficiently understood in the Jordanian context.

Also, the practical significance of the study can be explained as Jordanian commercial banks face intense competition in a small and rapidly changing market. Therefore, it has become essential to adopt a comprehensive re-engineering of banking operations, integrated with fintech solutions, to reduce costs, increase flexibility, and enhance customer experience. As well as the current study also enables the expansion of the theoretical perspective of management engineering through an applied integration between BPR (business process reengineering) and FinTech (financial technology) into a single ideal that explains how to reach a SCA (sustainable competitive advantage).

Therefore, the current study focuses on the importance of financial technology as a moderating factor in the effect of BPR (business process reengineering) on Jordanian commercial banks SCA (sustainable competitive advantage).

To achieve the objectives of this study, its contents were divided into six parts, beginning with a literature review and research hypotheses, followed by the methodology and results, then the discussion, practical and theoretical applications, and finally the conclusion.

2. Literature Review and Research Hypotheses

Business Process Reengineering:

Business process reengineering (BPR) is considered a contemporary management concept that has coincided with the rapid developments in information and communications technology (ICT), which focuses on achieving management efficiency and effectiveness (Andrea and Santoso, 2020). The primary goal of BPR is to close gaps in the traditional system of divisions of labor by leveraging rapidly changing and growing information technology and integrating multiple different activities. It also aims to recreate operational processes and activities that add value to customers by providing flexibility, transformation, radical organizational redesign, adaptability, and achieving differentiated results while remaining competitive (Nneji, 2023).

It is an administrative approach that differs from other approaches to organizational change and transformation because of its potential to bring about radical transformations in the structures and processes of organizations, it is the essential axis for organizations to move towards achieving their goals and enhancing their performance at the strategic and operational levels (Al-Hattab and Khashman, 2023). Afnan et al. (2022) also confirmed that business process reengineering represents a part of reengineering in general, as it represents an approach to changing business processes that have weaknesses in the process. According to Siregar's (2021) the business process reengineering represents a traditional method of reinventing business processes that relies heavily on managerial acumen, innovation, and common sense when it comes to correcting the administrative path. Therefore, business process reengineering emphasizes abandoning old business processes entirely in favor of developing completely new business processes.

Financial Technology:

The evolution of technological practices in recent years has led to significant interest from practitioners and researchers in financial technology (FinTech) field. Many studies have clarified the basic assumptions underlying the field of FinTech (financial technology), as well as the mechanisms required to develop this field, leading to the evolution of the uses of FinTech in the contemporary business environment, which is characterized by dynamism and change, this reflects how technology significantly contributes to achieving goals that enhance organizational performance (Campanella et al., 2023), as these digital technologies provide financial services that help in developing or modifying novel corporate models (Feyen et al. 2021).

Harris et al. (2022) defined it as a practical, applied revolution supported by technology that have an effect on financial services. Wu (2024) defined financial technology as a set of technologies that play a positive role in improving and developing financial services and products through innovative technological tools. Meanwhile, Ko and Luo (2025) defined financial technology as a targeted set of technological tools and means that facilitate the provision of banking services..

One of the most important technological developments in the financial services sector is financial technology, which is primarily driven by the field of information technology. The main areas of focus for financial technology (FinTech) are payment and lending services, as well as personal financial advisory services, crowd funding, virtual currencies, and cybersecurity (Suryono et al. 2020). Therefore, BPR (Business Process reengineering) is one of the most important approaches that helps provide practical and operational solutions for organizations by focusing more on customers and responding quickly to market changes. The Business Process reengineering

strategy in terms of business process redesign, dedicated team, business process improvement, and business process change strategy positively impacts banks' sustainable competitive advantage (Olannye et al. 2023).

Also, Achieving survival goal in the banking sector requires banking institutions to empower their employees, have a technological infrastructure to improve current business processes, and adopt a modern change strategy, therefore, Aligning the requirements of business process reengineering with available technologies improves and enhances the performance of banking institutions in the long term (Hidayatullah et al. 2024).

Sustainable Competitive Advantage:

The term of sustainable competitive advantage (SCA) has gained significant prominence in management literature, which emphasizes that most organizations strive to meet the basic requirements for achieving sustainability in their competitive advantage. It is the fundamental basis upon which organizations are built and the long-term benefit achieved through the application of a unique value creation strategy. This framework illustrates the organization's ability to cope with changes and conditions in the markets and competition while maintaining its long-term advantage (Kazemi et al. 2024). According to Clauss et al. (2021), SCA (sustainable competitive advantage) enables organizations to leverage their advantages more significantly and differentiate themselves from competitors in the long run, ensuring a position that competitors cannot reach. Therefore, Kazemi et al. (2024) emphasized that achieving a SCA (sustainable competitive advantage) requires from organizations continuously improve their strategic and organizational practices related to both their business approach and operational requirements, as this type of improvement enables them to achieve dominance over competitors.

Al-Shawabkeh (2024) also emphasized that organizations seeking to achieve a sustainable competitive advantage must first capitalize on their strengths and available opportunities, in addition to exploiting gaps in their business structures, through the quality of their products or services and their efficiency in managing the resources available to them, in addition to the innovative means required to respond to customer needs, which requires having a special kind of thinking and long-term future visions.

It is a clear that sustainable competitive advantage reflection of organizations investing in and adopting strategies to achieve long-term operational benefits, while their current or potential competitors do not adopt such strategies or would not obtain the same benefits if they did (Pu et al. 2023).

Similarly, Malik et al. (2023) emphasized that a SCA (sustainable competitive advantage) reflects the unique adoption of a strategy that competitors cannot imitate in order to create value, which enables meeting all needs in the present or future. This requires possessing a mix of resources and capabilities that competing organizations do not have.

The proposed research model, as illustrated in Figure 1, reflects these concepts.

Business Process Reengineering and sustainable competitive advantages:

Mohamad Abadi et al. (2023) and Amiri et al. (2022) explained that conducting a comprehensive analysis of both the internal and external environment of an organization contributes to achieving its SCA (sustainable competitive advantage). Whereas, analyzing an organization's internal environment allows for the identification of its strengths, which can include financial resources, expertise, technology, and unique capabilities (Bagheri et al. 2024). It also identifies its weaknesses, which can include operational issues, technology development needs,

or management problems (Nurcholis, 2021), Furthermore, the organization's identification of available opportunities and threats reflects its analysis of the external environment within its business context and the business sector in which it operates, opportunities may arise from changes in customer needs, competitor behavior, changes in laws and regulations, or technological advancements, threats, on the other hand, reflect the unexpectedly high level of competition resulting from several transformations (economic transformations, changes in customer preferences, technological problems). Therefore, the preceding comprehensive analysis, based on a foundation of accurate information, enables organizations to formulate strategies that achieve extraordinary levels of performance, which in turn leads to attaining competitive advantages that are difficult to imitate (Azeem et al. 2021).

Based on the above, the following hypotheticals are:

H₁: business process reengineering has a significant positive impact on sustainable competitive advantage at the Jordanian Commercial Banks.

The Moderating role of Financial Technology:

Al-Shammari (2023) explained that the main objective of the business process reengineering approach is to radically redesign all organizational processes and procedures in order to improve efficiency and reduce costs to the extent that it contributes to supporting the organization's competitive capabilities. Therefore, to illustrate the interactive impact of integrating business process reengineering (BPR) and FinTech in enhancing competitive capabilities of organizations, Khan et al. (2025) emphasized that aligning BPR elements with the positive contributions of financial technology (FinTech) improves resource utilization, leading to execution the required operations quickly and ensuring quality in the decision-making, thus achieving sustainability in its competitive sense. Therefore, Financial technology as

an approach for adapting to the rapid changes and developments in the digital age, usually represents the facilitating factor that enhances the impact of business process reengineering on sustainable competitive advantage (Bagwa, 2025).

The proposed interaction between BPR (Business process reengineering) and FinTech (financial technology) and its impact on SCA (sustainable competitive advantage) is captured in the following hypothesis:

H_2 : financial technology moderate the relationship between business process reengineering and sustainable competitive advantage at the Jordanian Commercial Banks.

3. METHOD:

To achieve the objectives of this study, a descriptive and analytical (quantitative) approach was adopted because it enables the systematic measurement and statistical analysis of relationships among clearly defined variables. as well examines direct and moderating effects using PLS-SEM techniques. Moreover, the quantitative approach supports objective analysis, validity and reliability assessment, and generalization of findings across Jordanian commercial banks. The study population was defined as all top and middle management managers working in (12) Jordanian commercial banks. The study sample was selected using a stratified random sample of 431 managers based on this sample size and the overall population size, and using a 5% margin of error, the appropriate and representative sample size for the study population was 205 managers. To ensure an acceptable response rate, 240 questionnaires were distributed, of which 210 were returned, representing a rate of 87.5%, this rate is higher than the required rate of 85% according to De Vaus (1986). All returned responses were valid for analysis.

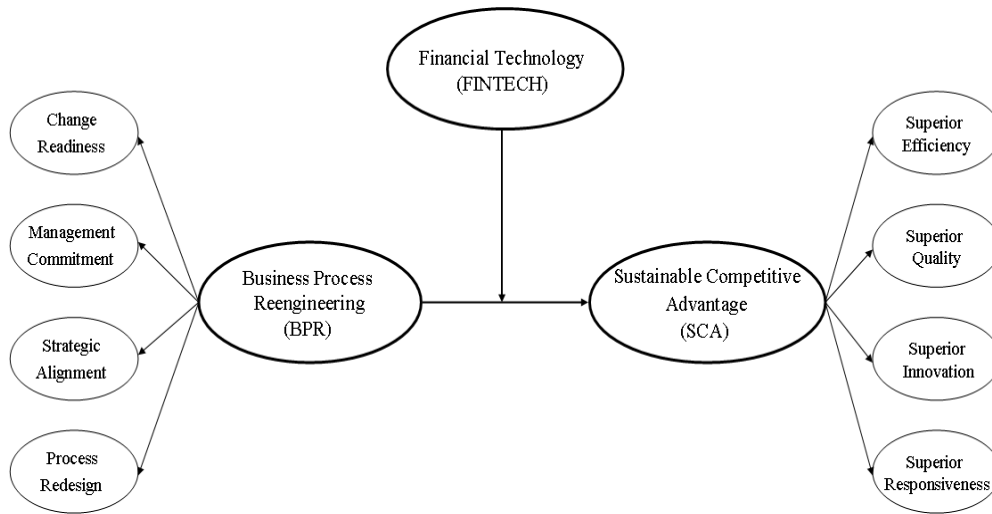


Figure 1. Research model

The study adopted a questionnaire as the primary tool for collecting primary data from respondents. The questionnaire comprised 54 items and employed a five-point Likert scale. Regarding the indicators for measuring the study variables, the study relied on the work of Hashem (2020), Hameed et al. (2021), Fetais et al. (2022), Alrawajihalbgoom & Almahirah (2022), Al-Hattab & Khashman (2023), and Ali and Mohammed (2024) in measuring BPR (Business process reengineering). As well as the SCA (sustainable competitive advantage) items was measured based on Elidemir et al. (2020), Zakariya and Salih (2023), Al Shawabkeh (2024). Finally, the moderating variable (financial Technology) was measured through items developed from Dwivedi et al. (2021), Subanidja et al. (2022), Lontchi et al. (2023), Krah et al. (2024), and Harsono and Suprapti (2024).

The primary data analysis for the study variables was based on the partial least squares (PLS) analysis method using structural equation modeling (SEM) technique. The PLS-SEM methodology is characterized by two main components: (1) the measurement model, and (2) the structural model (Hair et al., 2022), which is

suitable for different and multiple regression equations estimated simultaneously (Hair et al., 2021).

The validity and reliability of the measurement instrument were assessed using established PLS-SEM criteria. Convergent validity was examined through factor loadings and Average Variance Extracted (AVE), while reliability was verified using Cronbach's alpha and composite reliability. Discriminant validity was confirmed using the Fornell–Larcker criterion and the HTMT ratio (Hair et al., 2021).

Table 1 shows that the normality values for business process reengineering

Construct	Mean	Standard Deviation	Skewness	Kurtosis
BPR	3.874	0.738	-0.744	0.682
FINTECH	3.853	0.758	-0.570	0.112
SCA	4.033	0.742	-0.749	0.903

4. RESULTS:

Table 1 shows that the normality values for business process reengineering, sustainable competitive advantage, and financial technology, in terms of the Skewness and Kurtosis indices, were within acceptable limits (± 1.0) and (± 2.0), respectively, reflecting that the variables followed a normal distribution.

To verify the measurement model for the study variables, the outer loadings rates of the indicators were evaluated, and their reliability level was determined (Hair et al., 2022). Table 2 shows that all values for the outer loadings rates exceeded the threshold of 0.708 set by Hair et al. (2022), and all were statistically significant except for item SE1, which had a loading rate of (0.623). The table also showed the level of reliability values, as all values were within the statistically acceptable range of 0.70 to 0.95 as defined by Hair et al. (2022). Furthermore, to verify convergent validity, table 2 indicates the AVE values which equaled or exceeded the specified threshold.

As well, to verify discriminant validity, Fornell-Larcker and heterotrait-monotrait ratio analysis were used (Hair et al., 2022). The results in Table 3 of the Fornell-Larcker criterion show that all the variables investigated are distinct from each other, indicating a lack of conceptual overlap between the indicators, as the square root of the AVE values was greater than its highest correlation with any other variable.

Looking at the values shown in Table 4, which express the values of the HTMT matrix, it is noted that the majority of the values of the heterotrait-monotrait criterion were statistically significant, being less than the value (0.850). This shows the conceptual convergence between the variables under investigation, as well, there are some relationship values that exceeded the threshold (0.850), which can be explained by the similarity of some individual responses or the result of theoretical overlap between the variables. These results support the validity of the measurement model and its discriminant validity (Hair et al. 2022).

Table 2. Reliability and validity

Construct	Indicators	Outer Loadings >0.708	Average Variance Extracted ≥ 0.50	Cronbach's Alpha >0.70 and <0.95	Reliability (rho_a) >0.70 and <0.95	Composite Reliability (rho_c) >0.70 and <0.95	Decision
Change Readiness	CR1	0.882	0.759	0.936	0.937	0.950	Accept
	CR2	0.906					Accept
	CR3	0.850					Accept
	CR4	0.889					Accept
	CR5	0.886					Accept
	CR6	0.832					Accept
Management Commitment	MC1	0.867	0.745	0.931	0.932	0.946	Accept
	MC2	0.835					Accept
	MC3	0.889					Accept
	MC4	0.858					Accept

	MC5	0.872					Accept
	MC6	0.856					Accept
Strategic Alignment	SA1	0.857	0.741	0.930	0.933	0.945	Accept
	SA2	0.898					Accept
	SA3	0.900					Accept
	SA4	0.790					Accept
	SA5	0.851					Accept
	SA6	0.864					Accept
Process Redesign	PR1	0.876	0.742	0.930	0.931	0.945	Accept
	PR2	0.857					Accept
	PR3	0.887					Accept
	PR4	0.811					Accept
	PR5	0.880					Accept
	PR6	0.855					Accept
Superior Efficiency	SE1	0.623*	0.712	0.864	0.867	0.908	Deleted
	SE2	0.839					Accept
	SE3	0.890					Accept
	SE4	0.834					Accept
	SE5	0.809					Accept
Superior Quality	SQ1	0.897	0.821	0.946	0.946	0.958	Accept
	SQ2	0.905					Accept
	SQ3	0.914					Accept
	SQ4	0.910					Accept
	SQ5	0.906					Accept
Superior Innovation	SI1	0.880	0.853	0.957	0.957	0.967	Accept
	SI2	0.930					Accept
	SI3	0.934					Accept
	SI4	0.926					Accept
	SI5	0.949					Accept
Superior Responsiveness	SR1	0.919	0.829	0.948	0.948	0.960	Accept
	SR2	0.897					Accept
	SR3	0.918					Accept

	SR4	0.910					Accept
	SR5	0.908					Accept
FinTech	FT1	0.867	0.721	0.957	0.960	0.963	Accept
	FT2	0.901					Accept
	FT3	0.843					Accept
	FT4	0.876					Accept
	FT5	0.905					Accept
	FT6	0.876					Accept
	FT7	0.783					Accept
	FT8	0.758					Accept
	FT9	0.830					Accept
	FT10	0.841					Accept

* The acceptable range for factor loadings was from 0 to 1. According to Hair et al. (2019), factor loadings greater than 0.708 are considered strong and reliable, indicating a robust correlation between latent factors and their indicators.

Table 3. Discriminant validity: Fornell-Larcker criterion

	CR	MC	SA	PR	SE	SQ	SI	SR	FT
CR	0.871								
MC	0.870	0.863							
SA	0.856	0.887	0.861						
PR	0.851	0.857	0.878	0.861					
SE	0.743	0.749	0.810	0.822	0.844				
SQ	0.796	0.834	0.839	0.875	0.837	0.906			
SI	0.776	0.821	0.817	0.797	0.741	0.845	0.924		
SR	0.805	0.824	0.833	0.848	0.793	0.860	0.855	0.910	
FT	0.762	0.752	0.822	0.841	0.794	0.842	0.757	0.823	0.849

Note: CR = Change Readiness, MC = Management Commitment, SA = Strategic Alignment, PR = Process Redesign, SE = Superior Efficiency, SQ = Superior Quality, SI = Superior Innovation, SR = Superior Responsiveness, FT = Financial Technology.

Table 4. Heterotrait-monotrait ratio (HTMT) – Matrix

	CR	MC	SA	PR	SE	SQ	SI	SR	FT
CR									
MC	0.930								
SA	0.917	0.949							
PR	0.911	0.920	0.943						
SE	0.823	0.832	0.904	0.915					
SQ	0.845	0.887	0.895	0.933	0.925				
SI	0.820	0.871	0.864	0.844	0.815	0.888			
SR	0.853	0.876	0.886	0.903	0.874	0.908	0.898		
FT	0.801	0.791	0.872	0.890	0.872	0.884	0.785	0.861	

Note: CR = Change Readiness, MC = Management Commitment, SA = Strategic Alignment, PR = Process Redesign, SE = Superior Efficiency, SQ = Superior Quality, SI = Superior Innovation, SR = Superior Responsiveness, FT = Financial Technology.

Regarding the evaluation of the structural model, the coefficient of determination R^2 , effect size f^2 , and predictive significance Q^2 were used, following the recommendations of Hair et al. (2022). This involved using higher-ranking and excluding lower-ranking variables values (Sarstedt et al., 2020). Table 5 shows that the R^2 value for SCA (sustainable competitive advantage) was 0.876, indicating that BPR (business process reengineering) explained 87.6% of the variance in for SCA (sustainable competitive advantage) among Jordanian commercial banks.

Table 5. Coefficient of determination (R^2)

Construct	R^2
SCA	0.876

According to Hair et al. (2022) regarding effect size f^2 values, the results in Table 6 showed the effect size f^2 values for business process reengineering in sustainable competitive advantage, and the interaction between business process reengineering and financial technology in sustainable competitive advantage, which amounted to 1.091 and 0.012 respectively, and are classified as large and Negligible.

Table 6. f^2 effect size

Path	f^2	Effect Size
BPR $\rightarrow$ SCA	1.091	Large
BPR X FT $\rightarrow$ SCA	0.012	Negligible

Note: BPR = Business Process Reengineering, SCA = Sustainable Competitive advantage, FT = Financial Technology.

Note: $f^2 \geq 0.02$ (Small effect); $f^2 \geq 0.15$ (Medium effect), $f^2 \geq 0.35$ (Large effect)

To complete the evaluation of the structural model, a Q^2 evaluation was performed using Stone-Geisser's Q^2 test measured using blindfolding procedures to attain the cross-validated redundancy measure for the dependent variable (Hair, et al., 2019).

Table 7 presents the cross-validated redundancies for sustainable competitive advantage. As shown in Table 7, Q^2 is greater than zero, suggesting model predictive relevance (Henseler et al., 2009).

Table 7. Values of the predictive relevance Q^2 predict

Construct	Q^2_{predict}
SCA	0.874

To test the study hypotheses, partial least squares analysis through structural equation modeling (PLS-SEM) was used with SmartPLS 4 software to assess the significance of the relationships in the structural model. According to Figure 2 and the values in Table 8, all path coefficients are statistically significant. To validate the two hypotheses, the direct impact of business process reengineering on sustainable competitive advantage and the interaction impact on the independent variable were investigated.

Table 8 shows that business process reengineering has a stronger impact on sustainable competitive advantage ($\beta = 0.678, t = 15.282, p < 0.000$), confirming strong support for the first hypothesis.

Similarly, the interaction terms representing business process reengineering $\times$ financial technology ($\beta = 0.028, t = 2.130$), with a p-value of 0.033, indicated statistical significance ($p < 0.000$). Therefore, Hypothesis 2 is supported. This means that the interactive intervention of financial technology added value to the effectiveness of BPR (business process re-engineering) in SCA (sustainable competitive advantage). FinTech (Financial technology) played its role as an accelerator of results, especially in cases where technology facilitates the implementation of new designs more quickly or on a wider scale, despite the weak effect size, which may be a result of several possible factors in the Jordanian context, including the disparity in the level of adoption of FinTech (Financial technology) among banks due to regulatory restrictions, in addition to the lack of availability of an integrated digital infrastructure.

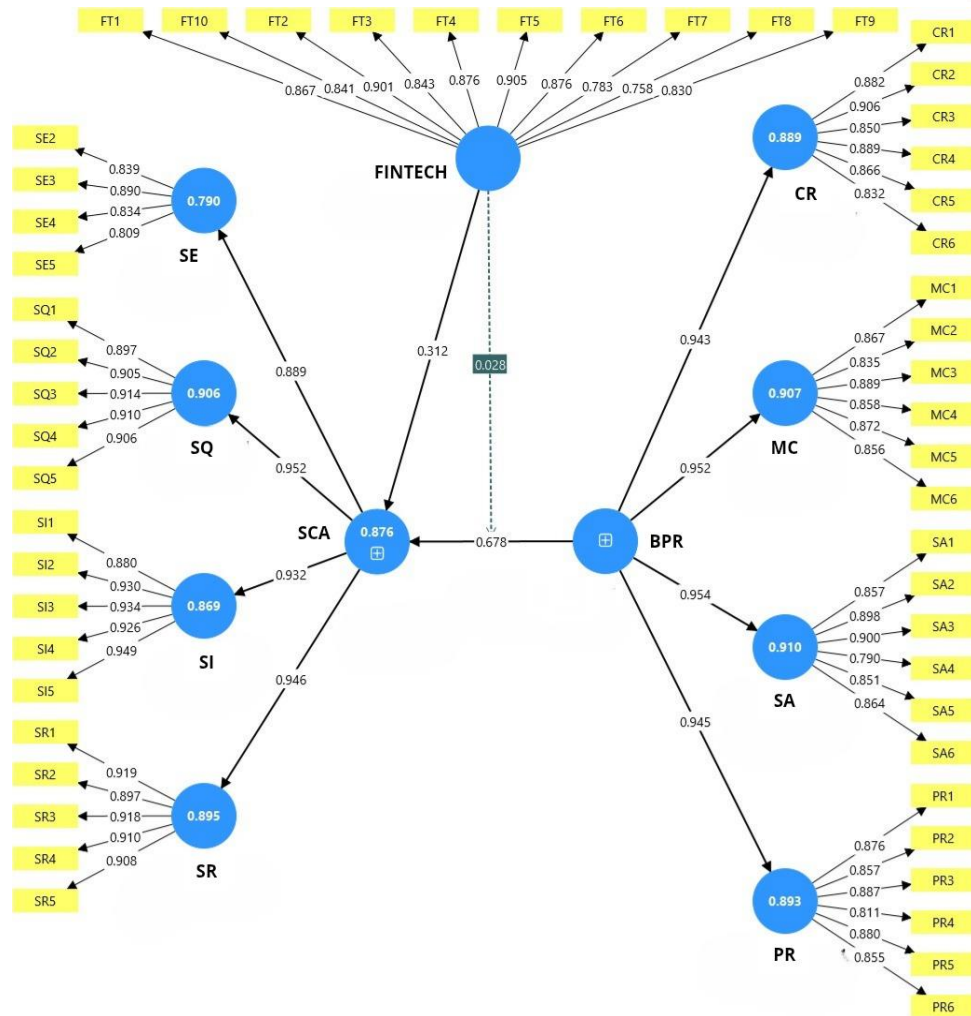


Figure 2. Structural model

Table 8. Hypothesis Results

	Hypothesis	Beta	SE	T-Value	P-Value	Conclusion
H ₁	BPR → SCA	0.678	0.044	15.282	0.000	Supported
H ₂	BPR * FT → SCA	0.028	0.013	2.130	0.033	Supported

5. DISCUSSION:

The study results revealed a set of essential insights into the potential role of BPR (Business Process Reengineering) in the SCA (Sustainable Competitive Advantage) at Jordanian commercial banks, in addition to the potential impact of the interaction between BPR and FinTech (Financial Technology). The results confirmed that BPR has an impact on the SCA of Jordanian commercial banks, which is consistent with the results of the study by Olannye et al. (2023) and Al-Hattab and Khashman (2023) that emphasized the role of BPR in enhancing efficiency, flexibility, and innovation, thus supporting the first hypothesis of the study. Moreover, the results showed that the impact of financial technology on the relationship between BPR (business process restructuring) and SCA (Sustainable Competitive Advantage) was minimal ($f^2 = 0.012$), reflecting the minimal role of financial technology in enhancing the bank's ability to translate its business process reengineered into a sustainable competitive advantage. This is consistent with the findings of Al-Qararah (2023) and Subanidja et al. (2022), which showed that FinTech plays a complementary role in improving service delivery, efficiency, and competitive position.

This raised an interest that was diagnosed as being in the case of the impact of BPR on SCA, as the magnitude of the impact was found to be large, while the interaction of BPR with FinTech led to this technology playing only an enhancing role through advanced digital transformation tools and process automation to increase interaction with customers, which means that the banks under study enjoyed their current advantages not only through their reliance on reengineering their business, but the matter was also related to their integration of modern technological in order to strengthen their competitive advantages and maintain their sustainability in the long term.

From a managerial perspective, the results also highlighted the need to align BPR initiatives with the strategic requirements for using FinTech. Banking institutions that typically pursue BPR through FinTech adoption improve the quality of their services, respond more quickly to changes and developments, and are able to activate innovative aspects of their operations. Therefore, the findings of this study broaden the theoretical understanding of BPR by clarifying its conditional relationship to SCA through integration with FinTech, thus adding a new dimension to the resource-based and dynamic capabilities perspectives.

6. PRACTICAL AND THEORETICAL IMPLICATIONS:

Based on the results obtained from the empirically in Jordanian commercial banks, which included several significant implications through its reinforcement the conceptual perspective of the link between the field of strategic management and information technology by testing the relationship between business process reprocessing and financial technology within a single framework to meet the requirements of sustainable competitive advantage. The current study adopted a virtual, integrated framework for aligning business process reengineering and financial technology to demonstrate that the integration of these two approaches

further supports and strengthens the requirements of competitive excellence in the digital transformation era.

This reinforces the idea that financial technology in the digital transformation era is a strategic enabler not just a supporting tool, and in this case, it is required to invite researchers and practitioners to conduct future studies on the business process reengineering and financial technology across different industries and institutional contexts.

Therefore, from a practical perspective, the results of the current study present a set of critical issues and essential guidelines for executives in the financial business sectors, most notably the need to adopt a strategic transformation approach that integrates business process reengineering and financial technology in order to enhance the competitive capabilities of their organizations, especially those related to customers and competitors.

As well, what is required of financial institutions, according to the current reality, is to work on providing a technological and regulatory infrastructure that supports the process of providing banking services efficiently, quickly, and quality, in light of the developments taking place in the digital business era.

7.CONCLUSION:

The current study in accordance with its variables, sought to demonstrate the impact of financial technology in enhancing the relationship between business process reengineering and sustainable competitive advantage in Jordanian commercial banks.

The results showed that BPR significantly impacts the SCA of the banks under study. Furthermore, FinTech was found to enhance the level of this impact, although this enhancement was modest and relatively weak.

Accordingly, the current study theoretically enriches a range of academic discussions, based on its findings that showed that the integration of business process reengineering and financial technology maximizes competitiveness and sustainability at the same level. Thus, the results of the current study provided empirical support for the need to work on integrating business process reengineering and financial technology, which leads to the possibility of contributing to building a framework that integrates the fields of strategic management and information technology.

From a practical standpoint, the results of the current study provide a clear direction for bank managers and policymakers to invest in the implications of business processes reengineering and technological infrastructure to maintain the sustainability of competitive advantages, and to consider financial technology as a strategic resource that supports policymakers' decisions and enhances the digital innovation environment in banks.

In line with the above, the current study emphasizes several limitations, focusing on Jordanian commercial banks makes it difficult to generalize the results to other sectors. Moreover, relying on a cross-sectional survey hinders the identification of causal results, which is reflected in the weakness in monitoring dynamic changes. Therefore, what is required is to expand the scope of the analysis to include other financial institutions, as expanding the application of the study variables to other sectors allows for identifying the mechanisms required to adopt the business process reengineering and financial technology approach to gain sustainable competitive advantages.

In conclusion, the current study emphasizes the need for precise and comprehensive integration between its current concepts (business process reengineering and financial technology) to strengthen the ability to achieve long-term resilience, and innovation, in the age of knowledge and the digital economy.

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الدور المُعدِّل للتكنولوجيا المالية في العلاقة بين هندسة عمليات الأعمال والميزة التنافسية المستدامة في البنوك التجارية الأردنية

الملخص

تهدف هذه الدراسة إلى بحث أثر هندسة عمليات الأعمال (BPR) في الميزة التنافسية المستدامة (SCA)، والدور المُعدِّل للتكنولوجيا المالية (Financial Technology) في العلاقة بينهما لدى البنوك التجارية الأردنية. وقد جُمعت بيانات الدراسة من 205 مديرين من المستويين الإداريين العليا والوسطى في البنوك التجارية الأردنية. واستخدمت هذه الدراسة نمذجة المعادلات الهيكلية بالمربعات الصغرى الجزئية (PLS-SEM) باستخدام برنامج SmartPLS4 لتقييم نموذج القياس والنموذج الهيكلي، وكذلك لاختبار الفرضيات. ووفقاً للنتائج، فإن هندسة عمليات الأعمال (BPR) لها أثر إيجابي في الميزة التنافسية المستدامة (SCA)، حيث بلغ معامل المسار ($\beta = 0.678$)، وقيمة (t) (15.282)، وقيمة ($p < 0.000$)، كما بلغت قيمة معامل التحديد ($R^2 = 0.876$)، مما يعني أن 87.6% من التباين في الميزة التنافسية المستدامة قد تم تفسيره من خلال هندسة عمليات الأعمال. علاوة على ذلك، أظهرت النتائج أن التكنولوجيا المالية تعدّل العلاقة بين هندسة عمليات الأعمال والميزة التنافسية المستدامة، إلى جانب وجود حجم أثر ضعيف، والذي قد يكون ناتجاً عن عدة عوامل محتملة في السياق الأردني، بما في ذلك التفاوت في مستوى تبني التكنولوجيا المالية بين البنوك بسبب القيود التنظيمية، بالإضافة إلى عدم توافر بنية تحتية رقمية متكاملة. كما كشفت الدراسة أن هذه الورقة تسهم في منظور الموارد (Resource-Based View) ومنظور القدرات الديناميكية (Dynamic Capabilities View)، من خلال إظهار أثر هندسة عمليات الأعمال في الميزة التنافسية المستدامة، والدور المُعدِّل لمتغيرات التكنولوجيا المالية. الكلمات المفتاحية: هندسة عمليات الأعمال، الميزة التنافسية المستدامة، التكنولوجيا المالية، البنوك التجارية الأردنية، الأردن.