



Attaining Organizational Sustainability Through Competitive Intelligence: The Roles of Organizational Learning and Resilience

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ABSTRACT

Purpose: Following the resource-based view (RBV) theory, the Food-Moving Consumer Goods (FMCG) industry also pitches in to help the economy grow. This study is intended to investigate competitiveness and organizational learning against the sustainability of FMCG in Nigeria. However, the interlink between competitive intelligence and organizational sustainability was investigated, with organizational resilience performing a mediating function.

Design/Methodology/Approach: 517 employees from FMCG companies in Nigeria were examined using quantitative and cross-sectional research methods, whereby the data obtained was analyzed using partial least squares structural equation modelling (PLS-SEM) to establish proposed association.

Findings: The results confirmed the expected connections, showing that competitive intelligence (CI) was directly and positively linked to organizational sustainability (OS). They also showed that organizational learning was significantly and positively linked to both competitive intelligence and organizational sustainability. Similarly, the findings revealed that organizational resilience partially mediated the association between CI and OS.

Practical Implications: Gaining an advantage over rivals and successfully achieving sustainable performance are two areas where this research can help company management. Additionally, FMCG companies should integrate organizational learning and resilience approaches into their sustainability efforts.

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Originality/value: This study provides theoretical evidence by examining competitiveness for sustainability, making it one of the initial pieces of research on FMCG. Furthermore, the heuristic model embodies the positive research network that examines organizational resilience as a connection between CI and OS.

KEYWORDS: Competitive Intelligence; FMCG companies; Organizational learning; Organizational resilience; PLS-SEM; Sustainability

1. INTRODUCTION

In today's hypercompetitive and ever-evolving business environment, organizations face a constant struggle to not only to survive but to thrive and ensure long-term sustainability. The pursuit of organizational sustainability has emerged as a paramount objective for businesses, as it encompasses their ability to maintain relevance, profitability, and positive societal impact over time. Organizational sustainability (OS) has emerged as a central concept that transcends the traditional focus on profitability and growth (Giesenbauer & Müller-Christ, 2020). Meanwhile, achieving sustainability requires a multifaceted approach that encompasses various dimensions of organizations' processes.

It looks like competitive intelligence (CI) is changing into a systemic view that includes all of an organization's management processes. This change leads to more knowledge by combining all CI activities into one approach (Cekuls, 2023) for better results. Now, individual CI components are not only viewed as assigned tasks but also evaluated from a conceptual standpoint and managed at the corporate level. Organizations have long recognized competitive intelligence (CI) as a valuable tool for gaining a competitive edge in their respective markets (Sahin & Bisson, 2021). It involves the systematic collection and analysis of information about competitors, industry trends, and market dynamics, enabling organizations to make informed decisions and adapt to changing circumstances. Meanwhile, organizational learning (OL) plays a pivotal role in an organization's ability to adapt, innovate, and respond to challenges (Khan & Khan, 2019). The process of organizational learning involves acquiring, interpreting, and

applying new knowledge and insights to enhance performance.

Moreover, organizational resilience becomes a crucial factor in stabilizing business activities in the face of economic challenges in the country. To be resilient, an organization must be able to keep running even when faced with unexpected challenges (Barasa et al., 2018). Organizations today face multifaceted challenges, including shifting consumer preferences, technological advancements, economic fluctuations, and environmental concerns. In this context, organizational sustainability represents an organization's capacity to adapt, endure, and flourish while positively contributing to society and the environment (Huang et al. 2020). However, the attainment of organizational sustainability is a complex endeavour, requiring the synergistic integration of various organizational elements. Competitive intelligence (CI), or the systematic collection and analysis of external information, is crucial for informed decision-making. Organizational learning (OL), the acquisition and application of knowledge, is essential for adaptation and growth (Lau et al. 2018). Organizational resilience (OR), the capacity to withstand and recover from disruptions, safeguards organizational sustainability (Mokhtar et al., 2023). Yet, little comprehensive research has explored the interplay among these factors and the mediating role of organizational resilience.

Despite the growing recognition of the significance of competitive intelligence, organizational learning, and organizational resilience in contributing to organizational sustainability, Unfortunately, studies that thoroughly investigate the relationship between these characteristics are few and far between. In addition, researchers have not yet examined how organizational resilience

acts as a mediator between competitive intelligence, organizational learning, and organizational sustainability. This is particularly true in developing nations like Nigeria and in industries like food-moving consumer goods (FMCG), where competition is fierce. Consequently, this study aims to address this gap by investigating the nexus between competitive intelligence, organizational learning, organizational resilience, and organizational sustainability within the context of contemporary organizations.

LITERATURE REVIEW

Resource-Based View (RBV) Theory Barney's (1991) work has been instrumental in shaping the RBV theory. Barney's research emphasizes the role of valuable, rare, non-substitutable, and difficult-to-imitate (VRIN) resources and capabilities as sources of competitive advantage. In the context of this study, citing Barney's work can help establish the theoretical foundation for understanding how competitive intelligence, organizational learning, and resilience can serve as valuable resources for organizational sustainability. In support of this, Peteraf's research on dynamic capabilities, which she wrote about in her 1993 paper called "The Cornerstones of Competitive Advantage: A Resource-Based View," adds the idea of dynamic capabilities to the RBV theory. These are organizations' abilities to change their resources and adapt to new environments. Citing Peteraf's work can be particularly relevant when discussing the role of organizational learning and resilience as dynamic capabilities that contribute to organizational sustainability. The study's choice of the Resource-Based View (RBV) theory as its underpinning theory is grounded in its relevance and applicability to the topic. The RBV theory is a well-established theoretical framework in the fields of strategic management and organizational theory, and it provides a solid foundation for understanding how organizations can leverage their resources and capabilities to achieve and sustain competitive advantages, including sustainability.

Competitive Intelligence

Competitive intelligence (CI) is a multidisciplinary field that has gained

significant attention over the years for its pivotal role in shaping an organization's competitive advantage and strategic decision-making processes. Competitive intelligence is commonly defined as the systematic process of gathering, analyzing, and disseminating information about an organization's external environment, including competitors, market trends, and industry dynamics (Calof & Wright, 2008; Olaleye et al., 2021). Nasri and Zarai (2013), emphasize that competitive intelligence involves the ethical collection of data to enhance an organization's understanding of its competitive landscape. Fuld (1995), cited in Cavallo et al. (2021), traces the roots of CI to the military and intelligence sectors, where decision-making relied heavily on critical information gathering and analysis. It gradually evolved into a business practice in the mid-20th century, with scholars like Gilad (1989), cited in Cavallo et al. (2021), acknowledging its emergence in the corporate world. Therefore, competitive intelligence is a dynamic and evolving field that plays a crucial role in an organization's strategic decision-making and long-term competitiveness.

Organisational Sustainability

Organizational sustainability is a concept that has garnered significant attention in the fields of management, environmental science, and corporate social responsibility. Scholars from various disciplines have contributed to the development of this multifaceted concept. Organizational sustainability is often defined "as an organization's ability to meet its present needs without compromising the ability of future generations to meet their own needs" (Brundtland Commission, 1987, cited in Visser, 2017). However, scholars have expanded this definition to include economic, environmental, and social dimensions (Elkington, 1997; Olaleye, Abdurrashid, & Mustapha, 2023). Elkington introduced the concept of the "triple bottom line," which recognizes that organizations must consider their economic, environmental, and social impacts to be sustainable. Therefore, organizational sustainability is a multifaceted concept that encompasses economic, environmental, and social dimensions. It has evolved from a niche

environmental concern to a mainstream business imperative.

Organisational Learning

Management researchers have long devoted considerable attention to the idea of organizational learning because of its centrality to the discipline. It includes everything that businesses do to learn more about their industry, develop original content, and use that content to boost their performance and adjust to new circumstances. Organizational learning is often defined as the process by which organizations acquire, create, retain, and transfer knowledge for the purpose of adapting to their environments and improving their performance (Issau et al., 2023).

Rahma and Mekimah (2023) view organizational learning as a group process that involves acquiring and developing competencies, which can range from superficial to long-lasting. As a result, novel ideas surfaced as the organization accumulated more experience. The concept of the "learning organization," popularized by Senge (1990), emphasizes the importance of creating a culture that promotes continuous learning and innovation. Learning organizations encourage open communication, reflection, and a shared vision among employees to enhance collective learning. Therefore, organizational learning is a dynamic and multifaceted concept that is central to an organization's ability to adapt, innovate, and remain competitive.

Organisational Resilience (OR)

Organizational resilience is a critical concept that has gained prominence in the fields of management, risk management, and disaster recovery. Organizational resilience is commonly defined as the capacity of an organization to anticipate, prepare for, respond to, and adapt to disruptions while maintaining its critical functions and objectives in the face of adversity (Johnson et al., 2023). Resilience emphasizes not only the ability to recover but also the ability to proactively adapt and thrive. Therefore, OR is a dynamic and multidimensional concept that is integral to an organization's ability to navigate challenges, disruptions, and uncertainties.

HYPOTHESES FORMULATION

Competitive Intelligence and Organizational Sustainability

Cavallo et al. (2021) explored what competitive intelligence (CI) does to organizational strategy. Due to its new research topic and the need for extensive analysis, a numerous case study was conducted to comprehend competitive intelligence's mechanisms and principles. Four Brazilian companies with competitive intelligence units for strategic decision-making were studied. This study empirically documents competitive intelligence methods in strategy design. The study also indicated that competitive intelligence practices are largely tactical despite their strategic value and widespread application. This study shows how competitive intelligence can aid, facilitate, and integrate strategy generation, an understudied subject.

CI and SME survival in Benin City, Edo State, Nigeria were explored by Ngboawaji and Nduka (2021). Data analysis employed Pearson's product-moment coefficient of correlation and survey research design. Analysis showed a favourable association between factors. To improve performance and productivity, competitive intelligence and organizational resilience must be considered holistically.

Thus, we hypothesize that

H1 Competitive intelligence has a positive influence on organizational sustainability

Organizational Learning, Competitive Intelligence, and Organizational Sustainability

According to Sezen-Gültekin and Argon (2020), organizations' traits determine how well they survive crises and how long they remain resilient to hurdles by seizing chances and avoiding dangers. It follows that organizational resilience may play a role in determining organizational sustainability. This is due to the fact that system resilience provides a direct means of analyzing the situation, which in turn depends on the features of the stability area associated with the organization. In reality, companies are increasingly focusing on building resilience to guarantee their long-term viability and profitability (Kantur & İşeri-Say, 2015). In their pursuit of long-term viability, organizations, as open systems subject to

high levels of risk, uncertainty, and turbulence, strive for a balance between consistency and stability (Carayannis, Sindakis, & Walter, 2015). Baldwin (2015) argues that businesses' potential to become more successful and influence global conditions is related to the increasing entwinement of resilience and sustainability. Rahma and Mekimah (2023) conducted a study with the goal of understanding how start-ups might use competitive intelligence to boost their performance through increased levels of organizational learning. Rahma and Mekimah (2023) randomly selected 255 start-ups in Algeria, and the results established a link between CI and performance through OL of low magnitude. However, the direct relationship is much stronger due to the non-functionalization of the mediator variable, weakening the connection between CI and a startup's performance. The interaction between the mentioned constructs—learning, competitive intelligence, and organizational sustainability—has a disposition based on the below-stated postulation:

H2 Organizational learning is positively related to organizational sustainability

H3 organizational learning is positively related to competitive intelligence

Competitive Intelligence, Organizational Resilience and Organizational Sustainability

Johnson (2023) examined organisational resilience and managerial effectiveness. This study investigated Yara's management during the COVID-19 pandemic to determine how resilience affected performance, with clarifications from identified gaps in organisational resilience literature. Organisational resilience is essential for good management, according to the study. This study also highlights gaps in the literature, emphasizing the need for context-specific factors, a strong organisational culture, and long-term perspectives in resilience research.

Even though the management of firms searches for necessary information on the market and their competitors, their sustenance depends largely on their resilient capability to undertake the assigned tasks over time. Based on this reaction, the researchers depicted Figure 1 as the heuristic model and further hypothesized that:

H4 Organizational resilience mediates the relationship between competitive intelligence and organizational sustainability

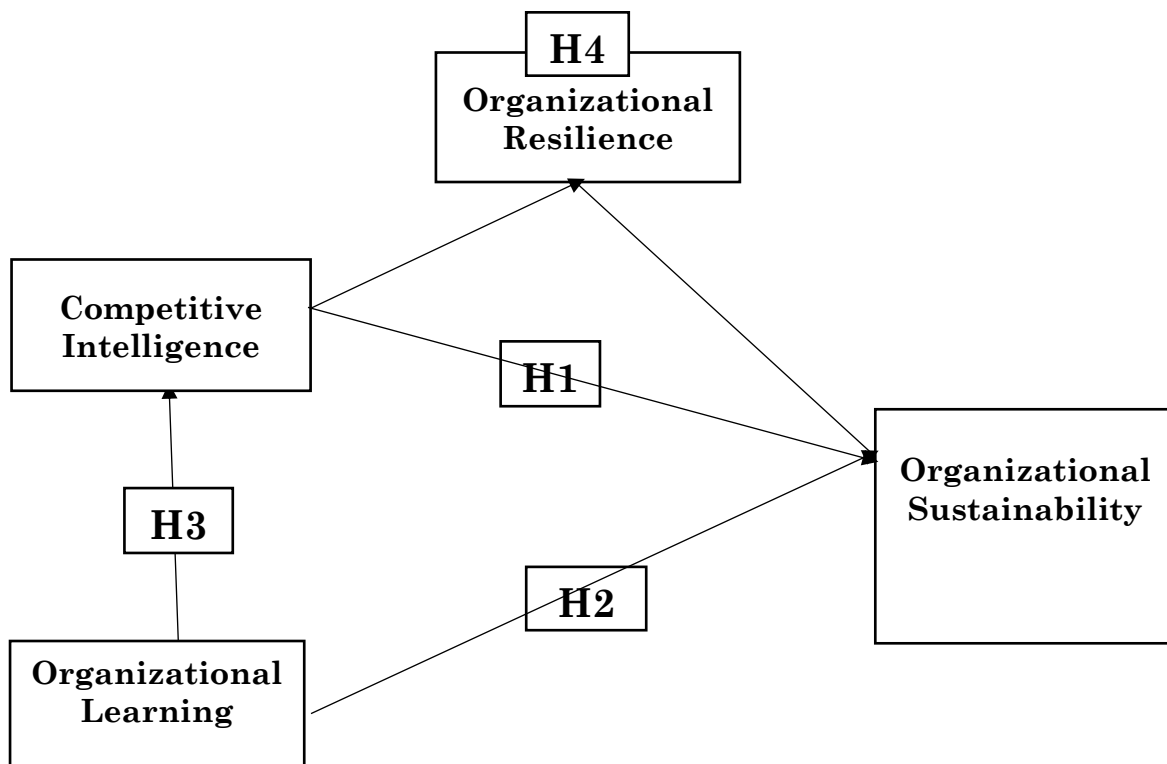


Figure 1. Heuristic Model.
Source: Author's Design

METHODOLOGY

Research Design, Study Area and Participants

This study engages a quantifiable procedure to inquiry the connection between competitive intelligence, organizational resilience, organizational learning, and organizational sustainability. The information was collected using survey data from employees of food-moving consumer goods (FMCG) firms in Nigeria. A total of fifteen FMCG companies were included as study participants, selected from the existing number of FMCG companies in Nigeria. The focus was on the southwestern region of Nigeria, where most firms established their enterprises due to the populace and the accessible market. A purposive and convenience sampling technique was adopted, whereby fifty employees from each firm were selected to give a total of seven hundred and fifty (750).

Measures

Building on previous research, we adopted and modified a well-structured survey to collect data. Competitive intelligence (CI) was captured using a seven-item scale derived from previous studies (Allen & Meyer, 1990; Dishman & Calof, 2008; Olaleye et al., 2021; Stefanikova et al., 2015). Organizational resilience was assessed by the use of a 12-question scale, as cited by Al-Omouh et al. (2023) in the research conducted by Dabos and Rousseau (2004). We modified three items from the scale developed by Kale, Singh, and Perlmutter (2000) to evaluate organizational learning. In the end, Olaleye et al. (2023) referenced research by Balasubramanian and Balaji (2022) as a source for developing a nine-item scale to assess organizational sustainability. Therefore, we applied a "5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree)" to all items for the adaptation and modification of this study.

Data Analysis

In order to draw inferences from the research data, researchers applied inferential statistics. Descriptive statistics were employed to describe the sample population frame. To prove that variables interact, we used correlation analysis. Before using "Partial Least Square Structural Equation Modelling" (PLS-SEM) to confirm the structural model, the multi-collinearity and psychometric validity were put to the test. However, PLS-SEM makes fewer assertions than CB-SEM and aims to maximize the explained variance of the dependent constructs by separating its model into smaller components (Hair et al., 2012). In order to draw inferences from the research data, researchers applied inferential statistics. Researchers employed descriptive statistics to describe the sample population frame. To prove that variables interact, we used correlation analysis. Before using "Partial Least Square Structural Equation Modelling" (PLS-SEM) to confirm the structural model, the multi-collinearity and psychometric validity were put to the test.

RESULTS AND DISCUSSIONS

Descriptive Analysis

After five months, we received a total of 517 completed questionnaires, indicating a response rate of 68.9%. Table 1 presents the demographic information of the respondents, including gender, age, educational level, and working experience. The result shows the majority of respondents to be female (64.8%), while male respondents account for 34.2% of the 517 participants. The least number of respondents (10.1%) were above the age of 50 years, while the majority (50.5%) were within the age bracket of 40–49 years. 35.4% had a university education, and 96 (18.6%) had at least attended high school, while the majority possessed an NCE or diploma certificate. In terms of work experience, the majority of 203 (39.3%) had above 8 years of work experience, with the least (18%) working for a period of less than 3 years.

Table 1. The demographic profile of respondents

Variables	Categories	Freq (n=517)	Percentage
Gender	Male	182	35.2
	Female	335	64.8
Age	Below 30 years	71	13.7
	30 - 39 years	133	25.7

	40 - 49 years	261	50.5
	50 years & above	52	10.1
Highest Educational Level	Secondary School	96	18.6
	NCE /Diploma	238	46.0
	University level	183	35.4
Work Experience	Below 3 years	71	18.0
	3-5 years	122	23.6
	6-8 years	192	37.1
	Above 8 years	203	39.3

Source: author's work

HYPOTHESES TESTING

Assessing Measurement Model

Both measurement and structural models were analyzed using Andersen and Gerbing's (1988) two-stage PLS model. During the testing of the measurement model, the factor loadings, average variance extracted (AVE), and composite reliability (CR) were all looked at to check for convergent validity. Consistent with the recommendations of

Dijkstra and Henseler (2015), all items (composite reliability, Cronbach's alpha, and rho A) have values over 0.7, and all outer loadings are greater than 0.5. Since all of the AVE values are higher than 0.5, this shows that the convergent item-construct structure is valid (Anifowose et al., 2022; Fornell & Larcker, 1981; Bojuwon et al., 2023; Vetbujé & Olaleye, 2022). The findings are presented in Table 2.

Table 2. Measurement model

Latent Variables	Loadings(λ)	CA	rho_A	CR	AVE
Competitive Intelligence	CI	0.874	0.874	0.905	0.615
CI1	0.754***				
CI2	0.749***				
CI3	0.777***				
CI4	0.821***				
CI5	0.805***				
CI6	0.795***				
CI7	-				
Organizational Learning	OL	0.813	0.812	0.890	0.729
OL1	0.876***				
OL2	0.882***				
OL3	0.801***				
Organizational Resilience	OR	0.925	0.926	0.935	0.548
OR1	0.714***				
OR2	0.747***				
OR3	0.730***				
OR4	0.744***				
OR5	0.704***				
OR6	0.744***				
OR7	0.748***				
OR8	0.766***				
OR9	0.775***				
OR10	0.788***				
OR11	0.748***				
OR12	0.665***				
Organizational Sustainability	OS	0.880	0.881	0.904	0.511
<i>Employee-Related Sustainability</i>	ERS	0.812	0.813	0.870	0.573
ERS1	0.777***				
ERS2	0.787***				
ERS3	0.795***				

ERS4	0.740***				
ERS5	0.678***				
<i>Governance Sustainability</i>	GS	0.825	0.828	0.885	0.657
GS1	0.774***				
GS2	0.851***				
GS3	0.849***				
GS4	0.765***				

Source: author's work

-* deleted due to poor loadings

Discriminant Validity

According to the Fornell-Larcker (1981) criterion, Table 3 demonstrates that the square root of the Average Variance Extracted (AVE) for each latent variable is higher than the correlation between different constructs in the measurement model, except for organizational resilience. In the case of organizational resilience, its AVE square root is lower than its correlation value. In response to critiques of the Fornell-Larcker (1981) criterion, a different

strategy called the Heterotrait-Monotrait (HTMT) correlation ratio was proposed and gained prominence in the "Fornell and Larcker approach" (Henseler et al., 2015). According to Kline (2005), the HTMT values that are higher than the square roots of the AVEs imply that there is a clear presence of discriminant validity among the model constructs. This is because these values are below the threshold of 0.9, as seen in Table 3.

Table 3: Discriminant Validity (Fornell-Larcker Criterion and HTMT ratio)

Variables	CI	OL	OR	OS
Competitive Intelligence (CI)	^a 0.784	^b <i>0.644</i>	<i>0.827</i>	<i>0.887</i>
Organizational Learning (OL)	0.545	0.854	<i>0.764</i>	<i>0.656</i>
Organizational Resilience (OR)	0.747	0.666	0.740	<i>0.828</i>
Organizational Sustainability (OS)	0.780	0.555	0.747	0.715

Source: author's work

Notes: ^a= Diagonal values in bold are the square root of AVE";

^b= HTMT ratio are values italicized and placed above the diagonal values in bold format"

Assessing Structural Model

In order to verify our predicted connections, we used the "partial least square structural equation modelling" (PLS-SEM). The parameters of the proposed relationships' underlying structures are listed in Table 4. Competitive intelligence positively and directly influences organizational sustainability ($\beta=0.407$, $t = 2.034$, $p < 0.05$), supporting hypothesis 1. Both hypotheses 2 and 3 were confirmed by the data, indicating respective links between organizational learning and organizational sustainability, as well as competitive intelligence. The statistical analysis showed a significant positive association between organizational learning and organizational sustainability ($\beta = 0.202$, $t = 2.565$, $p < 0.001$), as well as a strong positive association between organizational learning and competitive intelligence ($\beta = 0.545$, $t = 13.944$, $p < 0.001$). The bootstrapping method is used in investigating mediation analysis. The

bootstrap method has replaced traditional methods of mediation analysis due to its simplicity and reliability (Alcover et al., 2017). According to Musarapasi and Garanti (2020), bootstrapping is unique in that it uses a resampling of the provided data to draw conclusions and discover more about the underlying population. Therefore, to provide the most reliable result for mediation analysis, a bootstrap sample of 2000 was used in this study. The procedure for testing mediation analysis in SEM is similar to Baron and Kenny (1986)'s causal step approach for mediation analysis. Even after taking into account the role of organizational resilience as a mediator, the direct link between competitive intelligence and organizational sustainability remained. Furthermore, the bootstraps result for indirect effects showed significance for organizational resilience (H4: $\beta=0.407$, $t = 9.644$, $p < 0.001$), thus supporting mediation effects.

Moreover, the estimation of determinant coefficients (R^2) reveals that CI and OL can explain 55.8 percent of the variation in organizational sustainability, while the value of R^2 between path OL→CI is 29.7 percent, signifying a low degree of predictability could be attributed to the variables. According to Sullivan and Feinn (2012), presenting substantive significance (F^2) alongside beta coefficients, statistical significance, and variance explained (R^2) is recommended. The direct pathways' degree

of effect is shown in Table 4. Cohen (1988) reports that the f^2 values for the paths; (CI→OS), and OL→CI were above 0.35 threshold, indicating that these paths had large effects. Furthermore, the f^2 value for the path (OL→OS) is of the moderate effect threshold (< 0.35), showing that organizational sustainability moderately supported the significant influence by organizational learning.

Table 4. Path analysis result

Model fit summary		SRMR = 0.048		NFI = 0.917		Chi-Square = 1,041, 225	
Relations hip	Beta	Std. Error	T-value	p-value	F^2	R^2	Decision
H1: CI→ OS	0.407	0.002	2.034***	0.042	0.714	0.558	“Supported”
H2: OL→ OS	0.202	0.027	2.565***	0.001	0.286	0.558	“Supported”
H3: OL→ CI	0.545	0.039	13.944***	0.000	0.423	0.297	“Supported”
Indirect Effects (Mediation)							
H4: CI→ OR → OS	0.407	0.042	9.644**	0.000	Partial Mediation		“Supported”

Source: author’s work

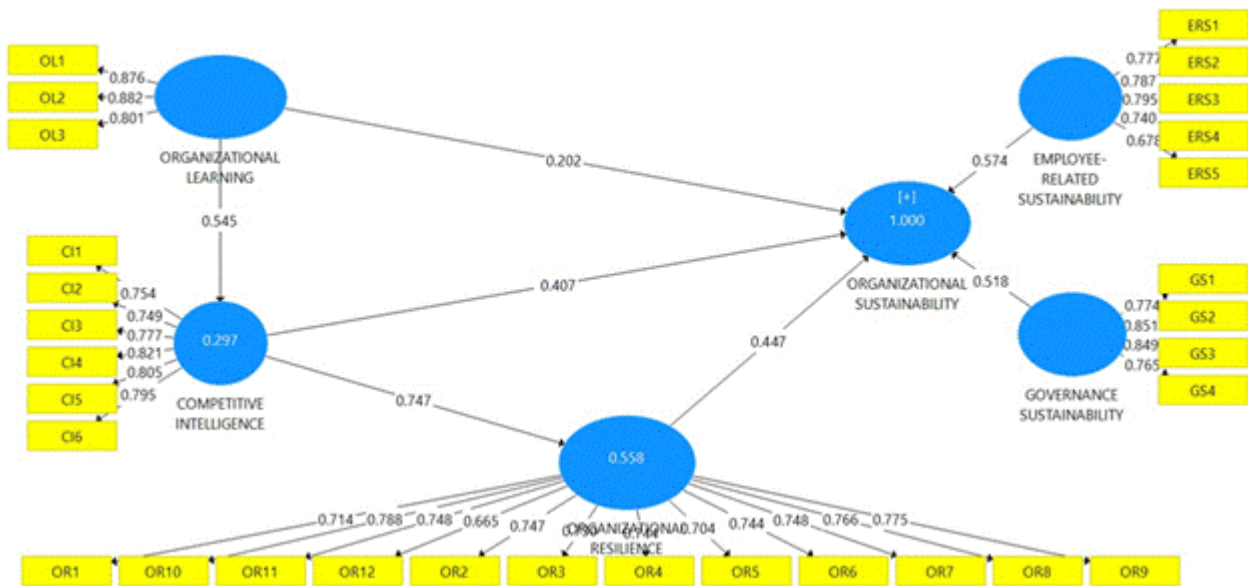


Figure 2. A path analysis

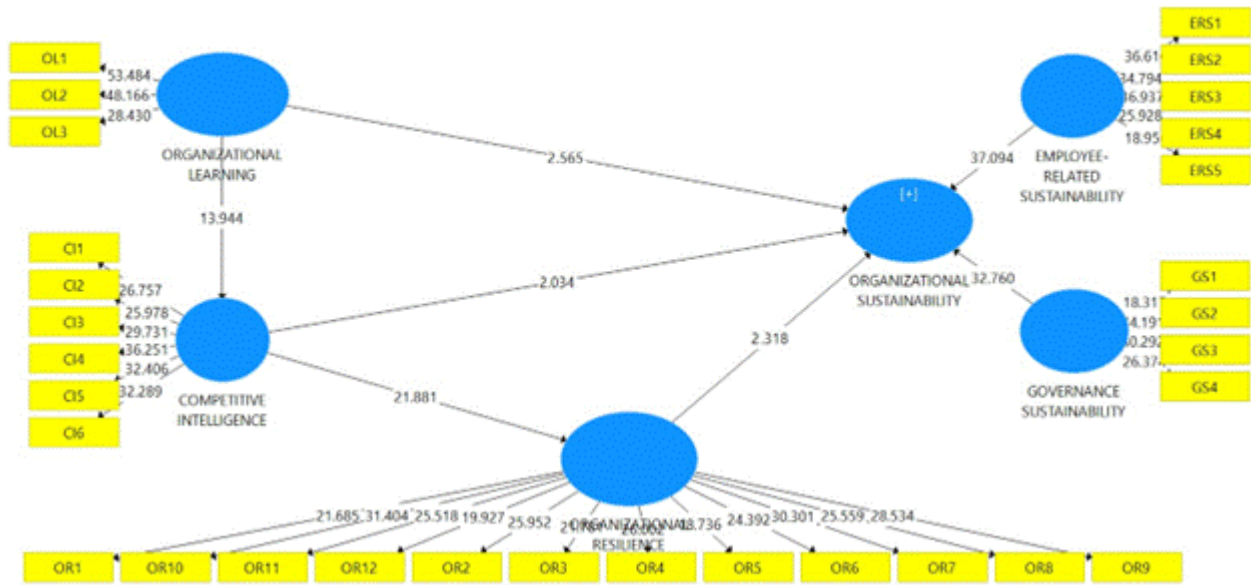


Figure 3. t-statistic

DISCUSSION AND CONCLUSION

Discussion of Findings

In recent years, academics have shown a surge of curiosity about the dynamics of competition, particularly within the fast-moving consumer goods (FMCG) sector, viewing it as an economic machine for achieving sustainability. The present research aims to delve into the essential tripartite relationship between the paradigms of organizational learning, competitive intelligence, and sustainability. In order to clarify the relationship between the recognized constructs and organizational resilience's mediating function, this study develops and evaluates a theoretical model. H1 sought to investigate how competitive intelligence affects the long-term sustainability of organizations. This hypothesis posits a positive correlation between the two variables. Developing a suitable strategy for collecting, analyzing, and sharing information about its external environment enhances an organization's sustainability, as stated by Olaleye et al. (2021). Nonetheless, for the FMCG sector in Nigeria, acquiring sufficient information on rivals, market trends, and industry dynamics is crucial to the survival of the enterprises operating within it.

According to the data provided by respondents, the findings demonstrate that

organizational learning has a favourable impact on long-term organizational performance (related to hypothesis 2). Previous research (Kordab, Raudeliūnienė & Meidutė-Kavaliauskienė, 2020; Pole, Madsen & Dishman, 2000) has shown that the need for establishing a sustainable knowledge management cycle within the organization requires organizational learning with a focus on fostering, creating, and applying new knowledge. Organizational learning greatly enhances an individual's professional, social, and personal competencies and experiences (Raudeliūnienė et al., 2020; Engström & Käkelä, 2019; Tran & Pham, 2019). Furthermore, organizational learning enhances the ability to adapt to new circumstances, enabling the company to create value, enhance operational efficiency and effectiveness, and achieve long-term feats (Engström & Käkelä, 2019; Ghasemzadeh et al., 2019).

Following this, we meticulously constructed the third research proposition, Hypothesis Three (H3), to examine the relationship between organizational learning and competitive intelligence. However, the data obtained revealed a positive relationship between OL and CI. Learning is believed to foster CI because it provides a vital resource for understanding the current and future actions of rivals and the business environment as a whole (Vedder & Guynes,

2002). In today's fast-paced marketplaces, organizational learning is essential for improving performance through the development of competitive strategies that are both efficient and adaptable (Santos-Vijande et al., 2012). Learning, according to Dess et al. (2003), is a crucial part of strategy renewal since it allows the organization to adapt to new circumstances. In order to maintain a competitive advantage, organizations constantly assess the skills and actions of their present and future rivals, a process known as organizational learning (Calof & Wright, 2008).

The findings underscored that companies engage in competitive intelligence when they seek to increase their competitiveness by making better use of available information. Since their success relies on making implicit knowledge explicit and sharing it across the members of the firm, this information is perceived as a vast repository of knowledge (Rahma & Mekimah, 2023). In their study on start-up success, Rahma and Mekimah (2023) found a weak correlation, with organizational learning serving as a mediator variable. In the same direction, they claimed that organizations ought to place a premium on organizational learning because it helps businesses improve in all areas: overall capabilities, growth, engagement with the environment, adaptation to internal and external variables, and employee enthusiasm for learning and development.

Finally, hypothesis four (H4) empirically evaluated the notion that organizational resilience acts as a positive mediating variable in the relationship between competitive intelligence and organizational sustainability. Result underscored organizational resilience as a significant mediator in the relationship between CI and OS, aligning with Emmons (2013), and Sezen-Gültekin and Argon (2020) recommendations advocating for capacity and resilience of organizations in order to attain sustainability. These findings, thus, emphasize the crucial role that organizational resilience play in the relationship between competitive intelligence and organizational sustainability within the context of FMCG in Nigeria.

Practical and Theoretical Implications

The fast-moving consumer goods (FMCG) sector is one of the world's largest businesses and continues to make strides despite the COVID-19 epidemic. It has a significant influence on numerous markets. Companies in the Fast-Moving Consumer Goods (FMCG) industries produce and sell a diverse array of products, including food, drinks, personal care items, and home goods. Venturing beyond the academic confines of theoretical discourse, our meticulous research outlines a path that reaches deeply into the tangible domain, capturing implications emerging from an expansive socio-economic context. Similar to a detailed roadmap, our research offers a strategic trajectory for practical implementation that is firmly rooted in a thoughtful understanding of the foundations of organizational theory.

This study highlights the significance of FMCG's industrialized blend of CI and OS. This study also showed that fast-moving consumer goods (FMCG) employees assess and manage high-pressure situations to effectively apply business environment standards such as competitive intelligence and learning while pursuing ongoing business operations. The same holds true for FMCG companies: CI boosts OS, which in turn increases organizational resilience and sustainability. With CI, a company may learn about and adapt to its environs (Barson, 2002). A company can also learn about new market trends and threats that rivals have revealed through CI (Fitzpatrick, 2003). Layer by layer, this research reveals the components of CI that managers may employ to their advantage: the organization's capacity to sustainably decipher and leverage external factors. Meanwhile, the continuous flow of new information between employees makes them more proactive, which in turn creates additional opportunities for the company to gain a competitive edge for survival.

In the complex world of global enterprise, our investigation set out on a distinct course, painstakingly studying two critical avenues: competitive intelligence and sustainability. We set out on this adventure with the primary goal of highlighting the significant impact of organizational resilience, a nebulous and frequently misunderstood

notion, on a trending sector (FMCG), which arose due to the expected crisis (pandemic). Learning as a concerned phenomenon in every organization boosts the activities of the operating environment, especially among competitors, and serves as a bridge between tangible and intangible organizations and society.

The intricate web of relationships between competitive intelligence and sustenance was the subject of our in-depth investigation. By studying sustainability from an exhaustively thorough perspective, we boldly added novelty to the status quo of conventional research on sustainability. We aimed to reinvent the traditional focus and instead highlight unorthodox connections like learning and rethinking organizational strategies for sustainability development.

Finally, the present study affirms the RBV theory, which is a well-established framework for organizational theory. The RBV theory is a well-established theoretical framework in the fields of strategic management and organizational theory, providing an understanding of how organizations can leverage their resources and capabilities like intelligence, resilience, and learning adaptation to achieve and sustain competition and sustainability.

Limitations and Suggestions for Future Research.

Although the study made significant contributions, it may not be applicable to other industries or countries due to its small sample size and limited focus on the southwestern area of Nigeria and fast-moving consumer goods (FMCG) employees. Second, future studies may use longitudinal designs to look at the effects of certain factors over a long period of time rather than cross-sectional ones. Finally, thirdly, the research primarily concentrated on the mediating role of organizational resilience; future studies can broaden their scope by combining their interactions as moderators. It is also evident that employee-related assessments of organizational sustainability are inadequate when contrasted with more general metrics such as social, economic, and environmental sustainability. To further our understanding, future studies should look at sustainability from a monetary and public-spirited perspective, as well as at concepts

like quality team effectiveness, organizational culture, knowledge management methods, and their effects on organizational outcomes. Finally, future research can examine the social impact of sustainability to see how it interacts with the public's attitude and quality of life. Accruable to the fact that sustainability is important for both practical and societal uses.

Conclusion

Many experts consider competitive intelligence as a crucial systematic process that enhances a company's performance by applying organizational learning. When it comes to gathering, evaluating, and disseminating information in the face of fierce competition, CI provides a rock-solid foundation on which to build strategic decisions and establish the priorities of the company's intelligence requirements. Finding the priorities of consensus on research and development initiatives, as well as identifying the strengths and weaknesses of rivals and their reactions, are among its stated goals.

In light of these findings, the researchers advise that FMCG companies in Nigeria place a premium on competitive intelligence as a tool for strategic decision-making that would boost their performance and guarantee their long-term viability. The process through which a company strives to develop itself, adapt to internal and external variables, activate its relationships with its environment, improve its overall capabilities, and mobilize its employees to be more attentive in following and acquiring knowledge for the purpose of development and excellence is organizational learning and resilience, which they should also give more consideration to. Additionally, in order to have a competitive advantage, it is crucial to implement ongoing and continuous improvement procedures for competitive intelligence. The fast-moving consumer goods (FMCG) industry in Nigeria has to do more to help its people learn and grow if it wants to live up to its promise of enhancing the connection between competitive intelligence and sustainability. Finally, to perform their role in enhancing the connection between competitive intelligence and sustainability, FMCG companies in

Nigeria also need to invest in training and education for their staff.

Overall, our study has shed light on the interplay between CI, OL, resilience, and sustainability as they pertain to the FMCG industry in Nigeria, and it has also shown where there is room for growth and development. Our goal is for these suggestions to stimulate new lines of inquiry into organizational behaviour in an array of contexts, with the ultimate goal of improving our current understanding of the topic. Every research study, although resolving certain issues, always opens up new pathways for investigation and discovery; the quest for knowledge is continuous.

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