

## Corporate Intelligence and Operative Response of Deposit Money Banks in North-East, Nigeria

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### Abstract

*The Nigerian business environment is fast becoming more competitive hence adopting innovative strategies as survival techniques is fundamental. This study on Corporate Intelligence and Operative Response examines the relationship between Corporate Intelligence and Operative Response of Deposit Money Banks in North-East, Nigeria. Three specific objectives and hypotheses were formulated for the study. The research was anchored on the System theory because of its relevance and practical application to the study. Survey Research Design was adopted and the total population of the selected money deposit banks was one thousand and ninety-seven (1097) employees across thirty-three (33) Money Deposit Bank branches in the study area. Krejcie and Morgan's 1970 formula was used to arrive at a 285 sample size while Bowley's proportional allocation formula was used to determine the instrument sharing proportion. The data source for this study was primary data and the instrument used for data collection was a structured questionnaire. Face and content validity were deployed in the study while the Cronbach Alpha technique was used to determine the reliability of the instrument. The data were collected with the help of two research assistants. The test of hypotheses was done through the application of the Pearson Product Moment Correlation Coefficient (PPMCC) at a 5% (0.05) level of significance. It was discovered that there is a statistically significant positive relationship between technological intelligence and innovativeness among Deposit Money Banks in North-East, Nigeria ( $r = .968$ ,  $p$ -value  $< .05$ ), that human resource intelligence and opportunity identification have a statistically significant positive relationship among Deposit Money Banks in North-East, Nigeria ( $r = .913$ ,  $p$ -value  $< .05$ ) and that there is a statistically significant positive nexus between competitor intelligence and competitive edge among Deposit Money Banks in North-East, Nigeria ( $r = .914$ ,  $p$ -value  $< .05$ ). Based on the findings the study concluded that corporate intelligence is crucial for organizations to respond strategically to changes in the Nigerian business environment. The study recommends that banks need to keep strengthening its technological space, improved its human resource capability so as to be able to innovate and keep reengineering their services.*

**Keywords:** Corporate Intelligence, Operative Response, Technology, Human Resource, Opportunity

### Introduction

Businesses around the world operate in a turbulent and competitive business environment of varying degrees, depending on the sector. In Nigeria, the banking sector which is the focus of this study is one of the most competitive sectors, even in North-Eastern States, because of constant changes in technology, policies and customer choices and preferences. Hence, banks that wish to survive for a long time take competition seriously. This is because banks are constantly faced with threats from

competitors, and any bank that blinks might be blown away by others. Therefore, the impact of competition on the operative response and the very survival of firms such as banks can no longer be ignored. According to Wright, Eid, and Fleisher (2009), it is challenging to ignore the growing importance of competitive risks from the environment, particularly in the financial industry. This is because operating in this sector is getting more dynamic and complicated.

Corporate intelligence (CI) involves monitoring the surrounding environment and using the collected data to inform decision-making and adapt to any changes that occur. Corporate intelligence enables strategists to comprehend the factors that impact the corporate environment and, crucially, formulate suitable strategies to achieve effective competition and strategic responsiveness (McGonagle & Vella, 2004). The pursuit of information and understanding of the broader business/market environment or competitiveness is what shapes subsequent actions (Sharp, 2009). The focus is not on all the collected information, but rather on the ones relevant for making rapid choices on current challenges, hence enhancing the strategic responsiveness of the businesses (Carlos & Juan, 2021). Consequently, it is advantageous for a corporation to have CI. According to Ndubuisi-Okolo, Anigbogu, and Ike (2017), corporate intelligence (CI) is not only necessary but also essential for the survival of businesses, particularly in the banking sector where competition is intense. This applies even to banks operating in the North-East region of Nigeria, which includes the states of Adamawa, Bauchi, Borno, Gombe, Taraba, and Yobe. For emphasis, the scope of this research in terms of defining Deposit Money Bank is the Commercial Banks in North-East, Nigeria.

An organization's lack of awareness or disregard for environmental events renders it sensitive and vulnerable to changes that might have detrimental effects on the organisation, impairing its ability to respond strategically. Intense rivalry in the sector results in decreased levels of organisational activities, which negatively impacts the response rates and overall performance of the company (Wamba, Akter, Kang, Bhattacharya & Upal, 2016). Elkington (2013) demonstrates that there is a direct correlation between competition and organisational success when corporate intelligence (CI) is included. Nevertheless, it is important to acknowledge that in highly competitive industries, there is a possibility of encountering unfavourable or detrimental interactions when companies handle corporate intelligence with excessive caution (Cooke, Wang & Bartram, 2019). An organisation can effectively position itself to compete with its rivals and strategically respond to changes by accurately identifying and evaluating the types of competitors it faces, including their employees, products, and operational approaches (Obi, Ebeke & Ndubuisi, 2021).

Corporate intelligence (CI) is a very potent tool in the hands of those who can deploy it effectively. It can help firms to manoeuvre their way through the ever-dynamic business environments. The banking sector in Nigeria and indeed in North-Eastern Nigeria is very competitive with many players in the industry, some with international clout. Corporate intelligence if deployed effectively and efficiently may help banks in these states to form alliances with customers and other organizations in order to have a competitive edge over others. It may make them respond swiftly to customer need through market intelligence as it will enable them to find out what is happening in the market and when customers' taste/service need starts changing. In addition, CI will assist them to be more innovative through technological intelligence. Through the instrumentality of CI, the studied banks are likely to spot gaps or opportunities in the business environment and take advantage of them through human resource intelligence. Similarly, they can build a competitive edge by being abreast of what their competitors are doing so as to be one step ahead. All these are made possible by being competitively intelligent.

It was discovered that most of these banks either carry out one form of corporate intelligence and neglect the others based on the researcher's interaction with some of the bank workers. For instance, it was seen that the banks in Taraba state are preoccupied with knowing what their rivals are doing (competitor intelligence) and neglecting building market intelligence which will help them find out what customers want. Similarly, while adopting technology, some of the banks in Gombe State appear to do so without consulting customers to know what they want, given the peculiarity of the location of the banks, they do a one –size-fits-all strategy. That is, they approve technology from headquarters without recourse to the peculiarities of branches. Furthermore, most of the banks in Taraba, Yobe and Borno States appear not to have a formal CI Department that is assigned with the responsibility of gathering data or intelligence from the environment. This could be attributed to the security situation in these states, as movement for such endeavours is either restricted by the military or too dangerous to embark upon. Where such departments exist or people are given the role, adequate attention appears not to be given to the departments or people carrying out the function through funding and training to be effective. The banks see CI as an expendable cost that does not demand significant attention to maintain relevance in the business landscape.

The seeming neglect of CI in the studied banks can potentially harm the banks as it may make them weak in responding swiftly and strategically. The ability of the banks to build a competitive edge over others might be greatly hampered. Also, the banks may find it difficult in responding to customers' needs and wants on time. Similarly, the opportunities inherent in the environment which could have been exploited with a good CI strategy might be missed and or captured by other banks that are competitively intelligent. If all these issues are not tackled, the banks may be forced to shut down or bought over by other banks as has been seen in the recent past in the banking sector and other service sectors. It is against this backdrop that this study is necessitated to empirically ascertain the nexus between CI and operative response among banks in North-East Nigeria.

### **Objectives of the Study**

The general objective of this study is to examine the relationship between corporate intelligence and operative response among Deposit Money Banks in North-East, Nigeria. Specifically, the study seeks to:

- i. Examine the extent of the relationship between technological intelligence and innovativeness among Deposit Money Banks in North-East, Nigeria.
- ii. Identify the extent of the relationship between human resource intelligence and opportunity identification in Deposit Money Banks among North-East, Nigeria.
- iii. Explore the extent of the nexus between competitor intelligence and competitive edge among Deposit Money Banks in North-East, Nigeria.

### **Conceptual Review**

#### **Corporate intelligence**

Corporate intelligence is the process of strategically gathering and analysing information from several sources to support decision-making. This involves planning, choosing, and getting data, followed by analysing, contrasting, integrating, and presenting it in a meaningful manner (Sánchez, 2015). As previously said, the purpose of corporate intelligence (CI) is to assist companies in making data-driven choices that provide them a competitive edge.

Merely acquiring, scrutinising, and using data for decision-making is insufficient; it is equally crucial that the data be both timely and reliable. According to Obi, Ebeke, and Ndubuisi (2021), Corporate intelligence (CI) is an ethical procedure for acquiring timely, dependable, and pertinent information about the competitive landscape, which is then used in making decisions inside an organisation. The collected data may pertain to several subjects, including consumers, marketers, competing firms, and even staff. Market intelligence refers to the process of collecting, examining, and using data about goods, industry stakeholders, consumers, and rivals to meet the strategic planning requirements of an organisation in both the short and long term (Dishman & Calof, 2008). The process of identifying, collecting, analysing, and disseminating information on goods, customers, rivals, and other aspects of the business environment is crucial in assisting executives and managers in making strategic choices for an organisation (Ezigbo & Uduji, 2013). Corporate intelligence (CI) involves gathering, analysing, interpreting, and assessing pertinent information about a company's customers, competitors, industry structure and dynamics, market forces, technological and organisational advancements, and the economic, technological, and legal environment. It also entails monitoring any changes that occur within these frameworks.

### **Technological Intelligence**

The world today is technologically driven; hence, companies try to outplay themselves in the technological space. Therefore, technological intelligence has to do with keeping the company abreast with the latest technologies in the line of business to either adapt or adopt them on time. Technology intelligence allows firms to see the potential technology possibilities and risks that may impact the future expansion and viability of their company (Obi, Ebeke & Ndubuisi, 2021, Malik & Audu, 2023).

Technological intelligence encompasses the assessment of novel and established technologies, the prediction of upcoming technologies, and engagement with basic researchers, patents, and related matters. Technological intelligence is assessed based on the extent of fundamental and practical research, the quantity of scientific articles, and the implementation of secure industrial protocols (Gabber, 2007, Acho et al, 2021). Moreover, it is a novel tool for CI that provides a structure for creating dependable knowledge management systems for modern technologies. The study evaluates the benefits and drawbacks of novel, current, and forthcoming disruptive technologies (Viviers et al., 2005). April and Bessa (2006) state that this intelligence mostly comprises information acquired via publications, papers, fundamental and practical researchers, techniques, standards, and industrial processes.

The potential of firms to innovate and provide dynamic solutions to challenges in the constantly evolving business environment depends on their technical intelligence. The capacity to innovate is greatly impacted by it and is considered a crucial factor for gaining a competitive advantage and generating new product innovations (Gatibu & Kilika, 2017). The significant importance of technical intelligence in the advancement of a business and its impact on the economic expansion of enterprises has been well demonstrated (Gatibu & Kilika, 2017). In his study, Ayres (2008) characterised technology as the primary source of income for corporations. Hill and Utterback (2009) argue that technical intelligence plays a crucial role in ensuring the existence of an entity and the business ecosystem. This, in turn, relies on attaining sustainable financial success. Hill and Utterback (2009) assert that technical intelligence plays a significant role in driving economic and societal transformation. They argue that it is closely associated with increased productivity, job opportunities, a competitive position in export markets, trade, and an enhanced quality of life.

## **Human Resource Intelligence**

The most important resource at the disposal of every organization, irrespective of the size or form is the human resource. This was captured by Arachie, Nzewi, Chiekezie and Nwakoby (2022) when they state that it is no longer a secret that the most valuable asset that any type of organisation may have been human capital, regardless of the nature of the organisation. Similarly, Ulabor and Bosede (2019) and Nzewi and Audu (2023) posit that organizations cannot achieve meaningful results without the input of employees. The acquisition of highly skilled workers is essential for the sustainability of companies.

Human resource intelligence refers to the procedure of collecting, examining, and using information and insights about a company's personnel to support strategic decision-making and improve HR practices. It entails gathering data about people, their competencies, performance, and total human capital. The human factor plays a crucial role in advancing community affairs and is regarded as the most potent driver of social, cultural, and economic development. Human resources and their intelligence must receive special attention in light of the social and economic trends.

## **Competitor Intelligence**

Organizations operate in a competitive market, and hence, presupposes the existence of numerous competitors jostling for the same customers. Therefore, competitor intelligence is that aspect of corporate intelligence that focuses on gathering information about the competitor. It refers to the particular subset of intelligence collection that focuses on acquiring and analysing data about specific rivals. It entails a thorough analysis of a certain competitor's tactics, capacities, strengths, weaknesses, and actions.

To maintain competitiveness in the market, prosperous enterprises regularly monitor their direct rivals and stay informed about their activities, achievements, and shortcomings. Through the assessment of businesses' competitive positions and their relationships with rival enterprises, this competitor analysis aids in developing a comprehensive understanding of the competitive landscape (Wright, Eid & Fleisher, 2009, Edna & Samson, 2021). This data about competitors aids in predicting both their proactive and passive responses (Ndubuisi-Okolo, Anigbogu & Ike, 2017). Corporate intelligence is the deliberate and organised process of monitoring and identifying rivals within a certain market (Wright, Eid, and Fleisher, 2009).

## **Innovativeness**

Innovation is the act of coming up with new ideas, methods or processes of doing old things in new ways or new things altogether. In business, it is the process of developing and putting into practice fresh concepts, ideas, goods, services, procedures, or business models to enhance current operations, obtain a competitive edge, and promote expansion. It entails using creative thinking and problem-solving strategies to develop original solutions that satisfy client requirements, boost productivity, or fulfil market expectations. Hill and Utterback (2009) argue that innovation involves the creation of novel processes and products, including both product innovation and process innovation. It is defined as the adoption of innovative ideas or behaviour inside an organisation (Achimugu et al, 2015 & Olaleye et al., 2021).

Innovativeness refers to the systematic process of generating and developing new ideas to improve or create new goods, services, and processes (Olaleye et al, 2021). Regardless of their size, all organisations are hindered by a lack of innovation. This is because it has been demonstrated that

organisations that are inventive tend to achieve more profits and a larger part of the market (Prajogo & Ahmed, 2006). Therefore, innovation capacity (InC) is a crucial strategic resource of a company that enables it to maintain a competitive edge (Ponta, Delfino & Cainarca, 2020).

### **Opportunity Identification**

In business, the process of identifying and assessing prospective possibilities for adding value, spurring development, or resolving issues within a market or sector is known as opportunity identification. It entails actively monitoring the corporate environment, collecting data, and doing analyses to spot new trends, market gaps, clients' want, or areas of inefficiency that may be profited from. From the above, it has become clear that opportunity identification can only emanate from analysis of the environment, the customers and even competitors, which are within the purview of CI.

Ndubuisi-Okolo, Anigbogu and Ike (2017) state that the use of CI within organisations has greatly aided in the exchange of ideas, handling of competitive dynamics, the discovery of new opportunities, and avoidance of surprises. Corporate intelligence (CI) serves as a valuable business tool that aids organisations in strategic management. It enhances corporate performance by improving knowledge, internal communications, and the quality of strategic plans. Additionally, CI helps identify opportunities within the business environment (Obiefuna, Adaobi & Agu, 2018). Corporate intelligence (CI) enables a company to predict market movements and discover new opportunities by thoroughly examining the competencies, weaknesses, intents, and actions of its rivals (Ndubuisi-Okolo, Anigbogu & Ike, 2017).

### **Competitive Edge**

Every business entity wants to outwit the competitor by having one form of an edge over others or another. So, businesses strive to do things differently or treat customers in ways that will endear them to the organization, and hence, create an edge through it. It refers to the special attributes, resources, or skills that provide a company with an edge over rivals and deliver better results on the market. An organization's uniqueness and competitive advantage over rivals in the market might be attributed to a single element or a group of related variables. Hannula and Pirttimaki (2003) contend that a competitive advantage is achieved by being able to predict information, convert it into knowledge, shape it into intelligence that is applicable to the business environment, and use the knowledge acquired from it.

Competitive edge can be gained by an organization using different strategies like differentiation, cost reduction, market position, customer service or even a variety of products and services. Nevertheless, all of these tasks may be simplified and arranged more efficiently with CI. According to Gilad (2004), Competitive Intelligence (CI) may provide organisations with the necessary advantage to outperform their competitors in a certain product line, hence giving them a competitive edge. Attaining a competitive advantage is feasible by implementing a value-creating strategy that is not presently being used by existing or potential future rivals. This can only be determined via competitor intelligence (Barney, 2014).

Amidst the current volatile economic conditions, businesses turn to Competitive Intelligence (CI) as a means of establishing and preserving a competitive advantage (Nader, Shirkavand, Chalak & Rezaeei, 2017). Competitive Intelligence (CI) has emerged as a valuable instrument that offers organisations a distinct advantage and assists decision-makers. The ultimate objective of CI is to provide actionable information that will give the organisation a competitive advantage.

## **Theoretical Review**

### **Systems Theory**

The system theory is a multidisciplinary method for studying complex systems in science, society, and environment. It offers a framework for comprehending the linkages and interactions between different system components and how they work together as a whole. Science-related fields such as biology, physics, engineering, and social sciences are where Systems Theory has its roots. It has evolved into a cornerstone idea in a variety of disciplines, including organisational theory, psychology, ecology, management, and biology (Senge, 2006).

The idea proposes that organisations, while seeking answers to organisational challenges, should not limit themselves to a single inflexible solution. Instead, they should thoroughly analyse all significant factors within both the internal and external environment of the company. This is because they all collaborate synergistically to accomplish organisational aims and objectives. Viewing an organisation as a cohesive entity composed of interconnected components can aid managers in gaining a more comprehensive understanding of their company, hence enabling them to use more effective approaches to issue analysis and resolution.

The fundamental postulates of this theory are:

- A system is bigger than the sum of its element.
- A typical organisation is a system consisting of a series of connected elements, with each portion comprising a sub-system of a larger system.

Systems theory provides a strong and adaptable framework for comprehending the interdependence and complexity of the world around us, assisting academics and practitioners in addressing complicated issues and reaching wiser conclusions (Meadows, 2008).

## **Research Methodology**

### **Research Design**

Research designs serve as a guide or a road map for every research endeavour, and it is chosen based on the type of study being carried out. Looking at the characteristics of the present study, given that the study intends to elicit relevant data from sampled respondents over a phenomenon through a questionnaire, a survey research design perfectly fits it, hence, its adoption for this study.

### **Population of the Study**

The study's target population comprises the top and middle-level workers of Deposit Money Banks in the North-East geopolitical zone of Nigeria, totalling 4739 individuals according to the Personnel Departments of the Banks in 2023. The study population consists of employees from Access Bank Plc, Fidelity Bank Plc, First City Monument Bank Ltd, First Bank of Nigeria Ltd, Guarantee Trust Banks, Union Bank of Nigeria Plc, United Bank for Africa Plc, and Zenith Bank Plc. These employees are located in the capital cities of three states: Yola, Gombe, and Jalingo. Specifically, these cities serve as the capitals of Adamawa, Gombe, and Taraba States, respectively. Only banks with international licences (banks authorized to have branches outside Nigeria by the CBN) as stated above were selected and the capital of three states in the region were used because they are relatively safe, given the security situation in the area.

### Sample Size Determination and Sampling Technique

The study's sample size is determined using Krejcie and Morgan's 1970 method for sample size determination. The formula is shown below:

$$s = \frac{x^2 NP(1 - P)}{d^2(N - 1) + x^2 P(1 - P)}$$

Where

s = Sample size

$x^2$  = Table value of chi-square for 1 degree of freedom at 0.05% confidence level (3.84)

N = population size (1097)

P = population proportion (assumed to be 0.5 since this would provide the maximum sample size)

d = Degree of accuracy expressed as a proportion (0.05)

$$s = \frac{3.84 (1097)(0.5)(1-0.5)}{(0.05)^2(1097- ) + (3.84) (0.5)(1-0.5)}$$

$$s = \frac{1053}{2.74 \ 0.96}$$

$$s = \frac{1053}{3.7}$$

$$s \cong 285$$

Following the sample size calculation above, the sample size of the study is 285. Bowley's proportionate allocation method was used to calculate the number of questionnaires to be given to each of the chosen banks. The formula is given below:

$$nh = \frac{nNh}{N}$$

Where n = total sample size.

Nh = No. of items in each stratum in the population.

N = population size.

#### Application of the Formula

❖ Access Bank Plc	151 (285) / 1097 = 39
❖ Fidelity Bank Plc	124 (285) / 1097 = 32
❖ First City Monument Bank Ltd	98 (285) / 1097 = 25
❖ First Bank of Nigeria Ltd	191 (285) / 1097 = 50
❖ Guarantee Trust Banks l	143 (285) / 1097 = 37
❖ Union Bank of Nigeria Plc	110 (285) / 1097 = 29
❖ United Bank for Africa Plc	127 (285) / 1097 = 33
❖ Zenith Bank Plc	153 (285) / 1097 = 40
<b>Total</b>	<b>= 285</b>

The tool used for this investigation is a well designed questionnaire. The questionnaire is partitioned into two distinct portions, namely A and B. Section A comprises questions designed to collect demographic data from the respondents, whereas Section B consists of questions specifically targeted



to address the research topics of the study. In total, 39 questions were in the questionnaire, with Section A having 3 while Section B have 36 questions.

The data gathered for this investigation was examined using descriptive statistics. The descriptive statistics include the use of measures such as the mean and frequencies. The study's assumptions were examined using inferential statistics, specifically the Pearson Product Moment Correlation Coefficient (PPMCC). The hypotheses were examined with a significance threshold of 0.05 (5%). Below is the formula for the PPMCC. The decision to accept or reject the null or alternative hypotheses is contingent upon a significance threshold of 5% (0.05). If the observed P-value is less than 0.05, the alternative hypothesis will be accepted; otherwise, it will be rejected in favour of the null hypothesis. The acceptance criterion for the mean is set at 3.00. This means that any questionnaire item with a mean score of 3.00 or above will be considered acceptable, while those with a mean score below 3 will be rejected.

**Data Presentation and Analysis**

**Research Question One**

What extent of relationship exists between technological intelligence and innovativeness in Deposit Money Banks in North-East, Nigeria?

**Table 1: Distribution of Responses for Technological Intelligence Climate and Innovativeness**

S/N	QUESTIONNAIRE ITEMS	SA (5)	A (4)	UN (3)	D (2)	SD (1)	Mean	Decision
<b>Technological Intelligence</b>								
1	My bank keeps an eye on technological innovations in the market.	67	89	32	60	-	3.65	Accept
2	We are always one step ahead with the deployment of technology in my bank.	50	65	56	21	56	3.13	Accept
3	My organization is always the first to use new technology to serve customers better.	70	60	45	31	42	3.34	Accept
4	My bank does not believe in technology and does not care about what other banks are using.	-	60	30	91	67	3.33	Accept
<b>Grand Mean</b>							<b>3.36</b>	
<b>Innovativeness</b>								
13	We will be more innovative if we find out better technologies to deploy in my bank.	103	78	30	37	-	4.00	Accept
14	Technology is one of the best ways to be innovative in my bank.	121	100	5	22	-	4.29	Accept
15	Technology does not play a role in determining how innovative my bank is.	-	67	17	105	59	2.37	Reject
16	My bank uses technology to find new ways of doing things.	-	40	76	102	30	2.10	Reject
<b>Grand Mean</b>							<b>3.19</b>	

Source: Field Survey, November 2023

Table 1 displays the distribution of answers for Technological Intelligence Climate and Innovativeness. The respondents, on average, agreed with a mean score of 3.65 that their bank

actively monitors technological advancements in the market. They also agreed that their bank consistently stays ahead in technological implementation, with an average rating of 3.13. A mean score of 3.34 also indicates their consensus on the organization's proactive use of new technologies to enhance customer service. A mean of 3.33 also shows that their banks do not believe in technology and do not care about what other banks are using.

For questions on innovation, when the respondents were quizzed on whether they would be more innovative if they found out better technologies to deploy in their bank, a mean of 4 shows that were in the affirmative. A mean of 4.29 also indicates that technology is one of the best ways to be innovative in their bank. They however disagreed as shown with a mean of 2.37 that technology does not play a role in determining how innovative their banks are. In the same line of thought, they also disagreed that their bank uses technology to find new ways of doing things as indicated by a mean of 2.10.

**Hypotheses one**

There is a significant relationship between technological intelligence and innovativeness in Deposit Money Banks in North-East, Nigeria.

**Table 2: Correlation Result for Hypothesis Three**

	TECHINTEL	INNOV
Pearson Correlation	1	.968**
TECHINTEL Sig. (2-tailed)		.000
N	248	248
Pearson Correlation	.968**	1
INNOV Sig. (2-tailed)	.000	
N	248	248

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, November 2023

Where: TECHINTEL: Technological Intelligence INNOV: Innovativeness

Table 2 displays the correlation analysis findings for hypothesis three, which posits a substantial association between technical intelligence and innovativeness in Deposit Money Banks located in the North-East region of Nigeria. The analysis shows that the correlation coefficient (r) is 0.968 and the p-value is 0.000. According to the decision rule, if the p-value is less than the chosen threshold of significance (0.05), then the alternative hypothesis should be adopted. Therefore, the alternative hypothesis is confirmed, indicating a statistically significant and positive correlation between technical intelligence and innovativeness in Deposit Money Banks located in the North-Eastern region of Nigeria.

**Research Question two**

What is the extent of the relationship between human resource intelligence and opportunity identification in Deposit Money Banks in North-East, Nigeria?

**Table 3: Distribution of Responses for Human Resource Intelligence and Opportunity Identification**

S/N	QUESTIONNAIRE ITEMS	SA (5)	A (4)	UN (3)	D (2)	SD (1)	Mean	Decision
<b>Human Resource Intelligence</b>								
5	My bank always finds out to know how to improve my performance.	15	76	-	101	56	2.57	Reject
6	Information about my competence is always sorted by my firm.	56	23	-	83	86	2.52	Reject
7	My bank does not care what our competencies are, they just assign us duties as they wish.	34	39	-	79	96	2.33	Reject
8	My bank encourages us to share information with them about better ways to treat us.	-	76	-	59	113	2.16	Reject
<b>Grand Mean</b>							2.4	
<b>Opportunity Identification</b>								
17	I will help my bank to identify new ways of doing things if I am consulted.	80	105	4	34	25	3.73	Accept
18	I live among our customers, so I am better placed to tell my bank what customers need.	19	80	-	65	84	2.54	Reject
19	I can help my bank create new solutions if they seek to better my condition of service.	86	98	-	32	32	3.70	Accept
20	I will not help my bank to discover new ways of doing things even if asked.	-	49	10	111	78	2.12	Reject
<b>Grand Mean</b>							3.02	

**Source: Field Survey, November 2023**

Table 3 displays the distribution of answers for Human Resource Intelligence and Opportunity Identification in the banks that were analysed. Based on Human Resource Intelligence measurements, a mean of 2.57 suggests that the banks in question do not consistently do research to identify strategies to enhance employee performance. Furthermore, they disputed the notion that their business consistently organises information on their competency, as shown by a mean score of 2.52. In the same vein, they expressed their disagreement with the notion that their banks disregard our abilities and just give us tasks as they choose, as shown by an average score of 2.33. The respondents' mean score of 2.16 indicates their disagreement over their bank's encouragement to share knowledge about improved methods to serve customers.

For questions on Opportunity Identification, the respondents agreed that they would help their bank to identify new ways of doing things if they are consulted as shown by a mean of 3.73. A mean of 2.54 reveals that they disagree that they leave among their customers, so they are better placed to tell their bank what customers need. They however, agreed that they can help their bank create new solutions if they seek to better their condition of service as shown by a mean of 3.70, while a mean of 2.12 indicates that they disagreed that they will not help their bank to discover new ways of doing things even if asked.

### **Hypotheses two**

Human resource intelligence and opportunity identification have a significant relationship in Deposit Money Banks in North-East, Nigeria.

**Table 4: Correlation Result for Hypothesis Four**

		HRINTEL	OPPOIDEN
HRINTEL	Pearson Correlation	1	.913**
	Sig. (2-tailed)		.000
	N	248	248
OPPOIDEN	Pearson Correlation	.913**	1
	Sig. (2-tailed)	.000	
	N	248	248

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Field Survey, November 2023**

**Where: HRINTEL:** Human Resource Intelligence **OPPOIDEN:** Opportunity Identification

The correlation analysis result for hypothesis four, which examines the link between human resource intelligence and opportunity identification in Deposit Money Banks in North-East, Nigeria, is shown in Table 4.10. The analysis reveals that the value of r is .913 and the p-value is .000. Based on the decision rule that a p-value less than the chosen level of significance (0.05) indicates acceptance of the alternate hypothesis; we can conclude that there is a statistically significant positive relationship between human resource intelligence and opportunity identification in Deposit Money Banks in North-Eastern Nigeria.

### Research Question three

To what extent does competitor intelligence relate to competitive edge in Deposit Money Banks in North-East, Nigeria?

**Table 5: Responses Distribution for Competitor Intelligence and Competitive Edge**

S/N	QUESTIONNAIRE ITEMS	SA (5)	A (4)	UN (3)	D (2)	SD (1)	Mean	Decision
<b>Competitor Intelligence</b>								
9	The eye of my bank is always on other banks to know what they are up to.	56	54	-	138	-	3.11	Accept
10	My bank does not leave anything to chance, so they are always alert to what is happening with their competitor.	40	89	32	53	34	3.19	Accept
11	My bank operates as if they are the only one in the industry.	47	40	10	78	73	2.64	Reject
12	The moves of other banks shape the steps of my bank.	34	70	11	60	73	2.72	Reject
<b>Grand Mean</b>							<b>2.92</b>	
<b>Competitive Edge</b>								

21	Sharing knowledge with other banks will make my bank operate more efficiently.	78	123	22	25	-	4.02	Accept
22	My bank will be better placed if we share data and information with our competitors.	-	100	68	80	-	3.08	Accept
23	We will not be taken by surprise if we monitor what our competitors do.	130	112	6	-	-	4.50	Accept
24	Competition will be less furious if we try to follow our competitors closely.	189	52	7	-	-	4.73	Accept
	<b>Grand Mean</b>						<b>4.08</b>	

Source: Field Survey, November 2023

The distribution of answers for Competitor Intelligence and Competitive Edge is shown in Table 5. Regarding inquiries aimed at gathering competitor information, the participants unanimously acknowledged that their bank consistently monitors other banks to be informed about their activities, as shown by a mean score of 3.11. The average rating of 3.19 indicates that they strongly believe their bank is proactive and vigilant in monitoring their competitor's activities, leaving little room for chance. They disputed the notion that their bank acts in isolation within the industry, as shown by a mean of 2.64. Additionally, a mean of 2.72 suggests that the actions of other banks influence the decisions made by their bank.

Regarding questions about gaining competitive edge, the participants agreed that enhancing their bank's operational efficiency may be achieved by exchanging expertise with other banks, as shown by a mean score of 4.02. The average score of 3.08 indicates that they were in agreement that their bank would benefit from sharing data and information with their rivals. Likewise, they reached a consensus that they may avoid being caught off guard by keeping a close watch on their opponents' actions, as shown by a mean score of 4.50. Simultaneously, they agreed that the level of competition would decrease if they carefully monitor and emulate their rivals, as shown by a mean score of 4.73.

### Hypotheses three

There is a significant nexus between competitor intelligence and competitive edge in Deposit Money Banks in North-East, Nigeria.

Table 6: Correlation Result for Hypothesis Five

	COMPTINTL	COMPEDGE
Pearson Correlation	1	.914**
Sig. (2-tailed)		.000
N	248	248
Pearson Correlation	.914**	1
Sig. (2-tailed)	.000	
N	248	248

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, November 2023

Where: **COMPTINTL**: Competitor Intelligence **COMPEDGE**: Competitive Edge

Table 6 displays the findings of the correlation analysis carried out for hypothesis five. This hypothesis suggests that there is a notable connection between competitor intelligence and

competitive advantage in Deposit Money Banks located in the North-East region of Nigeria. The analysis shows that the value of  $r$  is .914 and the  $p$ -value is .000. Based on the decision rule that a  $p$ -value less than 0.05 indicates statistical significance, the alternate hypothesis is accepted. Therefore, it can be concluded that there is a significant positive relationship between competitor intelligence and competitive edge in Deposit Money Banks in North-Eastern Nigeria.

## **Conclusion**

This study concludes corporate intelligence is crucial for organizations to respond strategically to changes in the Nigerian business environment. More so, that the Deposit Money banks play critical role in the Nigerian economy however the sector has been highly competitive thus required application of an aggressive corporate strategy towards ensuring its sustainability. Therefore, the continuous application of advanced technology, integration of human resources in the sector as well as enhancement of human capacity through periodic training cannot be over- emphasised.

## **Recommendations**

Based on the study's findings, it is recommended that technology is something no firm that wants to be sustainable going forward cannot ignore; hence, the studied banks need to keep an eye on the technology space and what other banks are doing technological-wise, so as to be able to innovate and keep reengineering their services.

Human resource is said to be the most important asset at the disposal of any form of organization, therefore, organizations that manage their properly tend to stand out. Therefore, it is crucial for the banks under study to recognise that their human resources play a vital role in their survival. They should make every effort to enhance the quality of life and develop the skills and competencies of their employees. This will greatly contribute to their ability to identify opportunities in the operational business environment.

Operating as if you are the only one in an industry is suicidal, hence, it is important for the studied banks to always keep an eye on what their rival firms are doing to either counter them or improve upon what they are doing. This will help them to also compete favourably in the ever-dynamic business environment and to develop an edge over other banks. Explore the extent of the nexus between competitor intelligence and competitive edge in Deposit Money Banks in North-East, Nigeria.

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