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Modeling the Relationship between Organizational Competency, Core Competency, Leader Competency, Individual Competency and Organizational Performance

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Abstract

This article aimed to study the performance of organizations that have affected the operation of past businesses to explain its meaning and background. Composition and correlation of variables related to the performance of the organization used a document research method, with the sources of articles from various databases and used these data to analyze the data using content analysis (percentage). The study found that the most popular variables used in the study of organizational competency included: core competencies, leadership competencies, personal competencies, and organizational performance.

Keywords: Organizational Competency, Core Competency, Leader Competency, Individual Competency, Organizational Performance

1. Introduction

According to the 12th National Economic and Social Development Plan 2017-2021, sufficiency economy philosophy has been adopted as a guiding philosophy for the country's development following the National Economic and Social Development Plan No. 9-11. Basically, to address poverty and inequality, poverty is currently concentrated in the Northeast and The North. One of the focuses and issues of development is the development of entrepreneurs into technopreneurs, as well as the link between the country's largest manufacturing sectors, including smallholder farmers, community enterprises, and small and medium-sized enterprises. Under the tide of development that requires sustainability. The Thai economy should be restructured to a higher level, focusing on the community economy, which is considered another option to strengthen the community. It uses community enterprises, which are economic activities that help drive and stimulate the community economy, which is a grassroots economy to strengthen and diversify career opportunities to create jobs. Income and reduce the burden of expenses so that local people can become more self-reliant. As of September 30, 2019, there were a total of 85,655 approved community enterprises registered nationwide and 492 approved community enterprise networks (Bangkok Bank, 2022). In Thailand, the northeastern region has the most registrations for community enterprises. Therefore, strengthening the capacity of community enterprises is important to enhance the performance of that community enterprise organization (Ian Chaston and Terry Mangles, 2002). Additionally, numerous studies have shown and accepted that organizational performance has a positive effect on organizational performance. (Andrew R.J. Dainty, Mei-I Cheng and David R. Moore, 2004; Stacy Bergman, Ali Yassine, and Thomas Roemer, 2004)

2. Purposes

- 1) To study the factors. Factors and relationships affecting organizational performance, core competencies, leadership competencies, individual competencies.
- 2) To model the relationship between organizational performance. Core Competencies Leadership competencies, personal competencies, and organizational performance.

3. Research Methodology

This study uses documentary research methods based on research articles published in academic sources with sources from the EBSCO Emerald ProQuest database and academic databases on the Internet, limiting the search results to only research articles published between 2002 - 2021. Core Competencies, leadership competencies, individual competencies, and organizational performance, can be shown in figure 1.

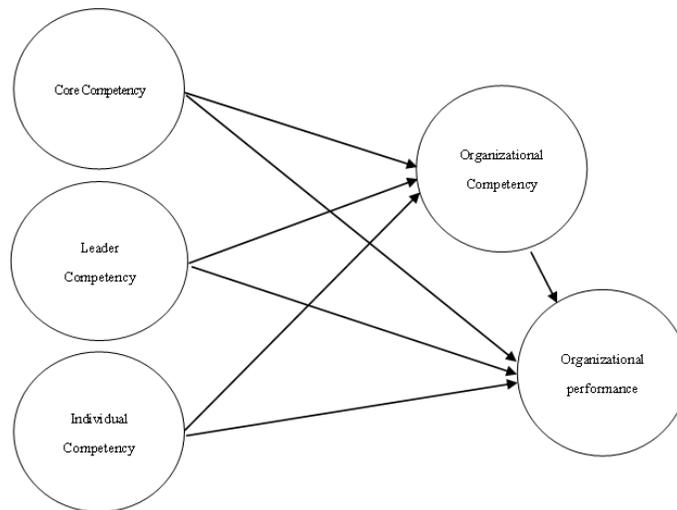


Figure 1 Conceptual Framework

4. Results

The results of studies related to variables, their meanings, and composition can be classified in different details as follows:

1. Organizational Competency Variables

According to a review of literature related to organizational competency management, organizational competency was found. It means that the organization has good practices and abilities that will help it achieve its goals. Organizational competencies are built on knowledge management, skills, and attitudes, giving companies the ability to gain a competitive advantage (Stacy Bergman et al., 2004; John Wren & Victor Dulewicz, 2005; Yaw A. Debrah & George Ofori, 2005; Seong-Kook Kim & Ji-Sook Hong, 2005; Jui-Min Li et al., 2009; Choi Sang Long & Wan Khairuzzaman Wan Ismail, 2011; Vathsala Wickramasinghe & Nimali De Zoyza, 2011; Hsiu-Chuan Lin et al., 2012).

There are 5 organizational performance guidelines as follows: Finance, marketing, human resources, and knowledge as shown in Table 1.

Table 1 Organizational competency variables and reference sources

Reference (name of researcher/year)	Corporate strategy	Financial resources	Marketing	Human Resources	Knowledge
Ian Chaston and Terry Mangles (2002)	√	√	√	√	
Ana Bel'en et al. (2005)	√		√		√
Maria Tereza Leme Fleury et al. (2005)	√	√	√		
Choi Sang Long et al. (2011)	√			√	
Reza Vatankhah Barenji et al. (2015)				√	√
Hossein Samei et al. (2015)	√				√
Mekonene Mulugeta et al. (2017)		√			√
Ziaul Huq et al. (2019)	√	√			
Hima Parameswaran (2020)	√			√	√

1.1 Corporate strategy refers to determining the direction of an organization's operations with the goal of achieving organizational objectives that lead to competitive advantage (Ian Chaston and Terry Mangles, 2002).

1.2 Financial resources refer to the importance necessary to invest to support the implementation of the organization's strategy in various areas (Ian Chaston and Terry Mangles, 2002).

1.3 Marketing It means carrying out activities to satisfy consumers. (Ian Chaston and Terry Mangles, 2002; Hima Parameswaran, 2020)

1.4 Human resources refers to workers or employees in an organization in which an organization must invest in upgrading its skills and abilities so that all employees can fulfill their roles to the standards required by the organization (Ian Chaston and Terry Mangles, 2002);

1.5 Knowledge refers to the collection and collection of knowledge available to employees to develop access to that knowledge for everyone in the organization (Ana Bel'en et al., 2005; Hima Parameswaran, 2020)

2. Core Competency Variables

Therefore, this research summarizes the meaning or definition of core competencies, meaning co-learning in an organization, especially methods to coordinate various production skills and integrate a variety of technologies. This gives the organization a competitive advantage (Roger Smith, 2008; Alex Coman, 2009; Ran Bhamra, 2011; Hsiu-Chuan Lin, 2012; Chin-Chun Hsu, 2014; Mostaq M. Hussain, 2014). The five core components of the core competencies mentioned in the concept are knowledge management, technology management, process management, market access, and response, as shown in Table 2.

Table 2 Core competency variables and reference sources

Reference (name of researcher/year)	Knowledge Management	Technology Management	Process Management	Market Access	Responsiveness
Md. Mostaque Hussain, 2006				√	√
Christina Oberg, 2011					√
Nianxin Wang, 2012		√	√		
Hsiu-Chuan Lin, 2012				√	
Chin-Chun Hsu et al., 2014	√	√	√		
Mostaq M. Hussain., 2014			√		√
Paweł Ceglinski, 2020			√		√
Lahcene Makhoulfi et al., 2021		√		√	

Based on the researcher's review, the definitions of knowledge management, technology management, process management, market access, and response can be defined as follows:

2.1 Knowledge management refers to the use of insights and experience to meet market needs and improve the competitiveness of the organization. (Chin-Chun Hsu et al., 2014)

2.2 Technology management refers to the planning, design, management, and integration of basic technologies in an organization to create a competitive advantage (Chin-Chun Hsu et al., 2014)

2.3 Process management refers to the utilization of techniques, skills, tools, and methods to control and manage business processes within an organization (Nianxin Wang, 2012; Chin-Chun Hsu et al., 2014)

2.4 Market access refers to the company's ability to enter the market by selling goods and services (Md. Mostaque Hussain, 2006; Hsiu-Chuan Lin, 2012; Lahcene Makhoulfi et al., 2021)

2.5 Response means: The quality of having a reaction to something or someone, especially a quick or positive reaction (Md. Mostaque Hussain, 2006; Christina Oberg, 2011; Mostaq M. Hussain, 2014)

3. Leader Competency Variables

In leader competency studies, meanings vary widely. Leader competencies include marketing, finance, management, business ethics, opportunity perception, and leadership (John Wren et al., 2005; Seong-Kook Kim et al.,

2005; In this study, we used the concepts of Mekonene Mulugeta et al., 2017 and Chin-Chun Hsu et al., 2014. We found that the leader competency variables used in organizational competency studies consisted of the variables shown in Table 3.

Table 3 Leader competency variables and reference sources

Reference (name of researcher/year)	Marketing	Financial	Management	Business Ethics	Opportunity Perception	Leadership
John Wren & Victor Dulewicz (2005)			√		√	
Chin-Chun Hsu et al. (2014)						√
Mekonene Mulugeta and Birhan Tsehay (2017)	√	√	√	√	√	
Feng Wei et al. (2018)		√	√			√
Katrin Muff et al. (2020)	√		√	√		
Khalil M. Dirani et al. (2020)	√	√	√			√
Mukaram Ali Khan et al. (2020)	√	√	√		√	
Won-Sik Hwang et al. (2020)	√		√		√	

The definition of leader competency consists of marketing, finance, management, business ethics, opportunity perception, and leadership as follows:

3.1 Marketing refers to the characteristics of a leader in recognizing and responding to the needs of customers. Access to products, provision of details about products and services until delivery (Mekonene Mulugeta and Birhan Tsehay, 2017; Katrin et al., 2020; Khalil M. Dirani et al., 2020; Mukaram Ali Khan et al., 2020; Won-Sik Hwang et al., 2020)

3.2 Finance refers to the characteristics of the leader regarding financing from various sources of financing, estimates of future earnings. Ability to prepare financial reports (Mekonene Mulugeta and Birhan Tsehay, 2017; Feng Wei et al., 2018; Khalil M. Dirani et al., 2020; Mukaram Ali Khan et al., 2020)

3.3 Management refers to the characteristics of the leader regarding the direction of operations in the organization. Defining mechanisms for implementation A detailed distribution of members' duties. Troubleshooting operational issues, including motivating members to perform tasks (John Wren & Victor Dulewicz, 2005; Mekonene Mulugeta and Birhan Tsehay, 2017; Feng Wei et al., 2018; Katrin et al., 2020; Khalil M. Dirani et al., 2020; Mukaram Ali Khan et al., 2020; Won-Sik Hwang et al., 2020)

3.4 Business ethics refers to the characteristics of leaders regarding business responsibility to society as a whole (Mekonene Mulugeta and Birhan Tsehay, 2017; Katrin Muff et al., 2020)

3.5 Opportunity awareness refers to the characteristics of leaders in creating business ideas, able to turn threats into opportunities (John Wren & Victor Dulewicz, 2005; Mekonene Mulugeta and Birhan Tsehay, 2017; Mukaram Ali Khan et al., 2020; Won-Sik Hwang et al., 2020)

3.6 Leadership refers to the characteristics of a leader in leading an organization to a goal by allowing employees to participate. (Chin-Chun Hsu et al., 2014; Feng Wei et al., 2018; Khalil M. Dirani et al., 2020)

4. Individual Competency Variables

In the study of personal performance, it was found that the meanings varied. Motivation and attributes Self-concept Knowledge and skills and attitudes (Seong-Kook Kim and Ji-Sook Hong, 2005; Andrew Dainty et al. 2005; M.A.C.T. Kuijpers and J. Scheerens, 2006; Jui-Min Li et al., 2009; Kenneth David Strang., 2011, Amy Yeo Chu May and Steve Carter., 2012; Ans de Vos et al., 2015; Louis Lim Vui Han et al, 2019; Aleksandra Kuzior and Bartosz Sobotka., 2019; Hima Parameswaran, 2020). We found that the individual competency variables used in the study of organizational competency consisted of variables shown in Table 4.

Table 4 Individual competency variables and reference sources

Reference (name of researcher/year)	Motive and Traits	Self-concept	Knowledge and Skills	Social Skills	Attitude
Seong-Kook Kim and Ji-Sook Hong (2005)	√	√	√		√
Andrew Dainty et al. (2005)		√			
M.A.C.T. Kuijpers and J. Scheerens (2006)	√	√	√	√	√
Jui-Min Li et al. (2009)		√	√		
Kenneth David Strang (2011)	√		√	√	
Amy Yeo Chu May and Steve Carter (2012)	√	√	√		
Ans De Vos et al. (2015)	√	√	√		√
Louis Lim Vui Han et al. (2019)	√		√		√
Aleksandra Kuzior and Bartosz Sobotka (2019)	√		√	√	√
Hima Parameswaran (2020)	√	√	√		√

The definition of personal performance includes the following: motivation and traits, self-concept, knowledge and skills, and attitudes are as follows:

4.1 Motivation and traits refer to the process by which employees make efforts and follow to achieve the goals of the organization (Seong-Kook Kim and Ji-Sook Hong, 2005; M.A.C.T. Kuijpers and J. Scheerens, 2006; Kenneth David Strang, 2011; Amy Yeo Chu May and Steve Carter, 2012; Ans De Vos et al., 2015)

4.2 Self-concept refers to the way of thinking. Assessment or self-awareness of a person (Seong-Kook Kim and Ji-Sook Hong, 2005; M.A.C.T. Kuijpers and J. Scheerens, 2006; Amy Yeo Chu May and Steve Carter, 2012)

4.3 Knowledge and skills refer to what is born from education, learning. Work experience, including employee competencies, and operational expertise (Seong-Kook Kim and Ji-Sook Hong, 2005; M.A.C.T. Kuijpers and J. Scheerens, 2006; Jui-Min Li et al., 2009; Amy Yeo Chu May and Steve Carter., 2012; Ans De Vos et al., 2015)

4.4 Attitude refers to a person's feelings towards something that reflect whether a person has positive feelings or negative feelings, which results in a person expressing themselves behaviorally (Seong-Kook Kim and Ji-Sook Hong, 2005; M.A.C.T. Kuijpers and J. Scheerens, 2006; Ans De Vos et al., 2015)

5. Organizational Performance Variables

We reviewed the meaning of the organization's performance. It was found that there were different meanings in each study. However, the researchers found that empirical studies on organizational competency management in recent times have been more likely to be successful. Performance management results affect other aspects of the organization's performance.

In this research, we defined the meaning or definition of the term corporate performance. Refers to the results of the organization's operations that can achieve the goals set. The performance is due to the factors that affect the efficiency of the organization, including: Market Performance (Choi Sang Long et al., 2011; Kabir Mohammed et al., 2017; Emmy van Esch et al., 2018; Won-Sik Hwang et al., 2020) With the variables shown in Table 5, the researchers focused on studying the performance of the organization in three components, which can be defined from past reviews as follows:

Table 5 Organizational performance variables and reference sources

Reference (name of researcher/year)	Financial Performance	Marketing Performance	Competitive Performance
Choi Sang Long et al. (2011)	√	√	√
Kabir Mohammed et al., 2017	√	√	
Emmy van Esch et al., 2018	√	√	
Won-Sik Hwang et al., 2020	√	√	√

5.1 Financial Performance Refers to the financial performance of the organization in terms of profitability, return on total assets, and research and development expenses. Increased sales volume and return on investment Profitability and sales growth (Choi Sang Long et al., 2011; Kabir Mohammed et al., 2017; Emmy van Esch et al., 2018; Won-Sik Hwang et al., 2020)

5.2 Marketing Performance Refers to the marketing performance of the organization. In terms of product uniqueness. Market Share Brand Recognition Brand loyalty and customer satisfaction (Choi Sang Long et al., 2011; Kabir Mohammed et al., 2017; Emmy van Esch et al., 2018; Won-Sik Hwang et al., 2020)

5.3 Competitive performance means innovation efficiency. Technological differences and superiority over competitors (Choi Sang Long et al., 2011; Won-Sik Hwang et al., 2020)

5. Discussion

The researchers reviewed the empirical literature on the relationship between variables.

5.1. Relationship between core competencies variables, leader competencies, individual competencies, and organizational competencies

We reviewed empirical literature on the relationship between core competencies and organizational competencies, finding such relationships as the Md. Mostaque Hussain et al. (2006) study. According to Mildred Golden Pryor et al. (2007), effective operations require an executive or manager to implement an organization's strategy to gain a sustainable competitive advantage. The same goes for Alan Clardy (2008), who states that core competency management includes participation in the strategic planning of an organization. Core competencies are the cornerstone of creating a sustainable competitive advantage.

Leadership practices are critical to an organization's success. Additionally, communication Participation is the most contributing factor to change for the organization. (John Wren & Victor Dulewicz, 2005) Leadership performance affects organizational performance. (Feng Wei et al., 2018) Many empirical studies have shown a positive correlation between leader competencies and organizational competencies. It states that leader competencies, as well as stakeholder engagement, will affect changes and developments to enhance organizational competencies. In addition, organizations must encourage employees to achieve operational competencies, whereby this person's performance will affect the achievement of customer expectations, which will also affect the performance of the organization. According to Kenneth David Strang (2011), personal performance, including personality, is an important factor that increases the quality and efficiency of an organization, and the key skills of employees, especially communication and teamwork, correlate with organizational performance. (Lorelei A. Ortiz et al., 2016) thus underscores the importance of this consistency. Therefore, the researchers can make a hypothesis as shown in Figure 1.

H1: Core competencies have a direct influence on organizational performance.

H2: Leader competencies influence organizational performance.

H3: Individual Competency influences organizational performance.

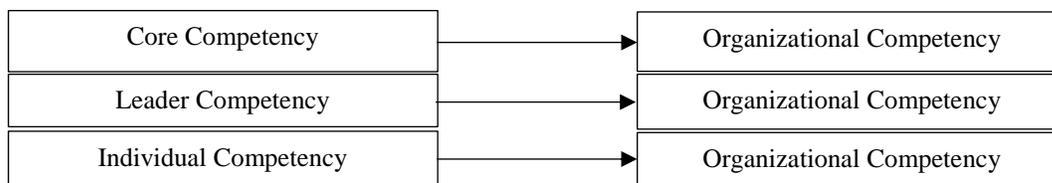


Figure 1 shows the correlation model of hypotheses 1, 2, and 3.

5.2 Relationship between core competencies variables, leader competencies, individual competencies and organizational performance

Core competencies lead the organization to excellence in performance. (Andrew R.J. Dainty et al., 2004, in line with Alec R. Levenson et al., 2006, stated that core competencies are positively correlated with corporate performance. In addition, Antony Paulraj et al., 2008 has identified strategic cooperation as one of the factors that promotes advantages that constitute core competencies and will contribute to the effectiveness of the organization's performance. As for leadership performance variables, Andrew R.J. Dainty et al., 2004 states that organizational performance is due to leader competencies, especially team leadership, which leads the organization to performance

excellence. In line with Seong-Kook Kim & Ji-Sook Hong (2005), leader competencies include motivation, attributes, and self-concept. Similarly, Tatiana Bachkirova & Carmelina Lawton Smith (2015) have stated that organizations need to evaluate their leadership performance because leader competencies affect the overall performance of the team. While personal performance, Seong-Kook Kim & Ji-Sook Hong (2005) found that employee performance was positively correlated with corporate performance, in line with Emmy van Esch et al. (2018). By discussing the above relationships. Therefore, we made a hypothesis, as shown in Figure 2, showing a model of the relationship between key performance variables. Leader competencies, individual competencies, and organizational performance

H4: Core competencies have a direct influence of the organization performance.

H5: Leader competencies influence of the organization performance.

H6: Individual performance influences of the organization performance.

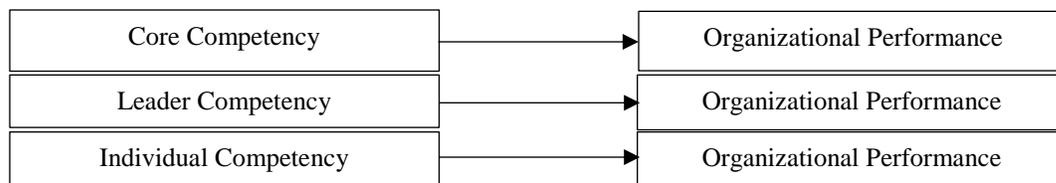


Figure 2 shows the relationship model of hypotheses 4, 5, and 6.

5.3 The relationship between organizational competency variables and organizational performance

According to Andrew R.J. Dainty et al. (2004), the organization's competency is driven by leader competencies, particularly team leadership, which leads the organization to excellence in performance. Stacy Bergman et al. (2004) also stated that knowledge management of both employees and organizations is a best practice that leads to organizational competency and affects the organization's operations. From the discussion of the above relationships. Therefore, the researchers were able to hypothesize a model for the relationship between organizational competency and organizational performance.

H7: Organizational competency influences of the organization performance.



Figure 3 shows the relationship model of hypothesis 7.

From the review of all the above-mentioned literature. The researchers were able to create a conceptual framework with 5 latent variables. Variables and observable variables 24 variables for further research, as shown in Figure 4.

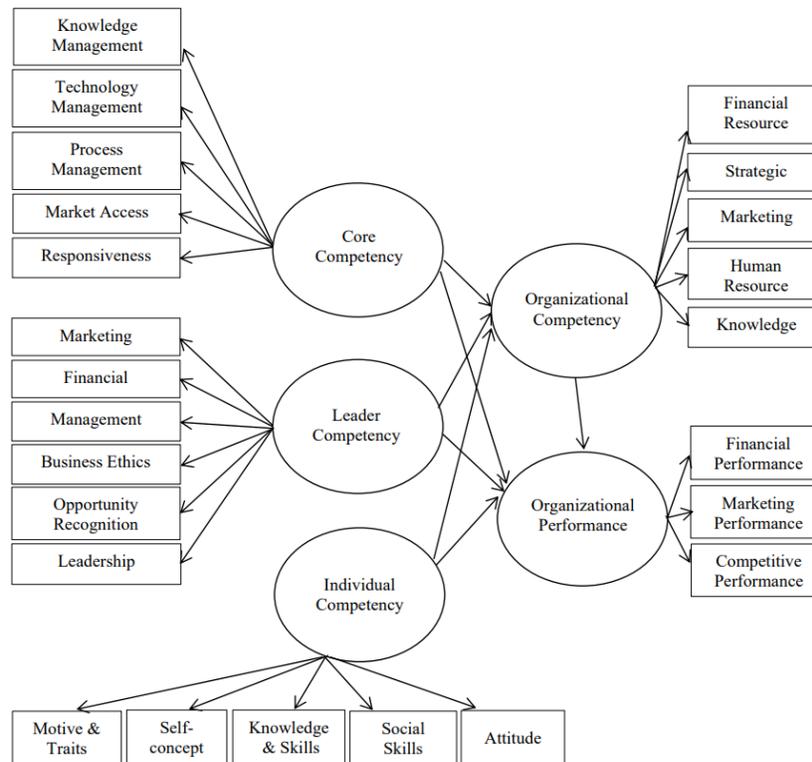


Figure 4 conceptual framework with latent and observable variables.

6. Conclusions

Through the above review, it can be found that competency is important to the organization, and all the important factors found are those that have been studied in a foreign context. It consists of five main factors: core competencies, leader competencies, individual competencies. This includes correlations reflected in empirical studies that indicate better performance through implementation. Therefore, any organization that wants to improve its performance should consider successfully applying the concept of competency.

Future research procedures

After the researchers have presented modeling methods in the research, the next steps in the research can be shown in Diagram 5, where the researchers will be able to present the results of the research in the context of the population and sample for further academic and professional benefits.

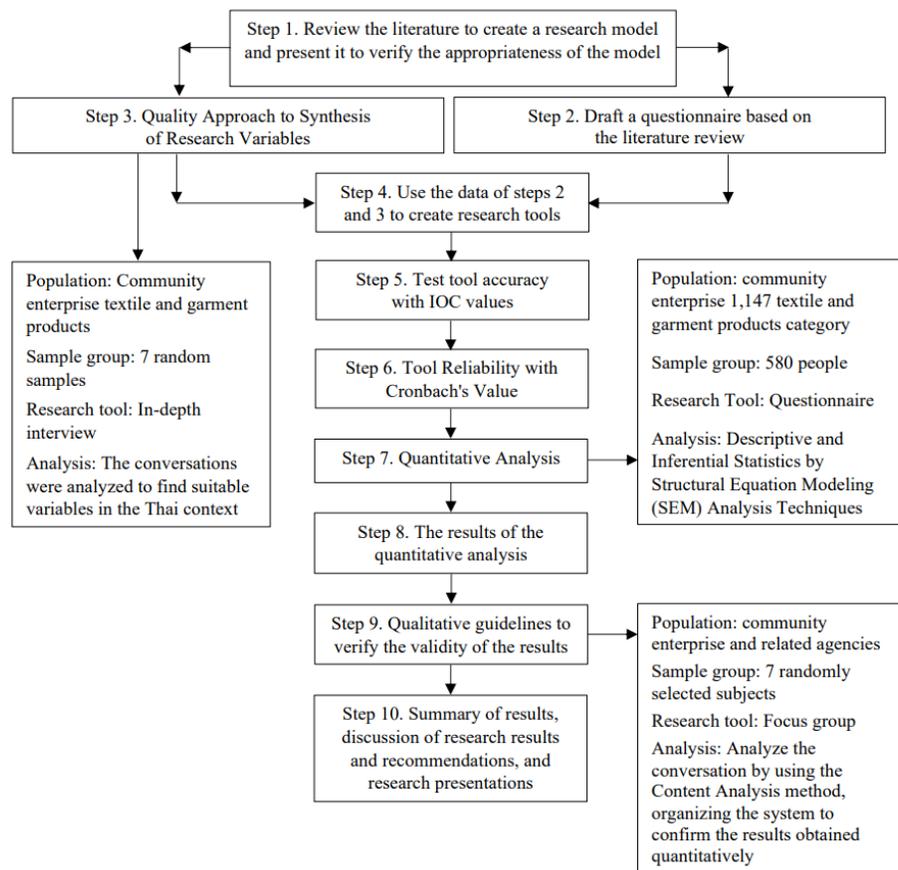


Figure 5 Future research steps

7. Recommendations

From the review of the above literature, it can be found that competence management is important to organizations. The important factors found are all those that have been studied from foreign contexts. It consists of five key factors: Core Competency, Leader Competency, Individual Competency, Organizational Competency, and the Performance of the Organization including the correlations reflected from empirical studies indicating better implementation of implementation. Therefore, any organization that wants to drive its performance better should consider the successful implementation of performance management.

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