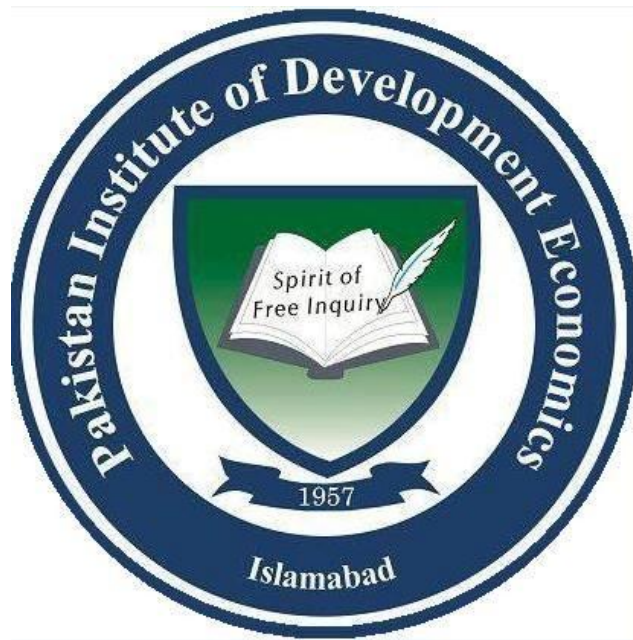


**The Study of Relationship of Strategic Competencies and  
Performance of an Organization with The Moderating  
Role of Organization Capabilities**



**Submitted by**

**Samina Rehman**

**Supervised by**

**Dr. Nadeem Khan**

**Department of Business Studies**

**Pakistan Institute of Development Economics**

**2020**



# Pakistan Institute of Development Economics

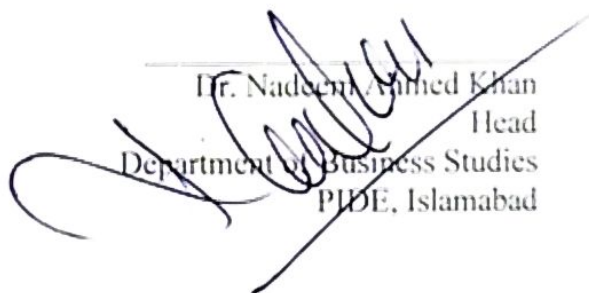
## CERTIFICATE

This is to certify that this thesis entitled: "The Study of Relationship of Strategic Competencies and Performance of an Organization with the Moderating Role of Organization Capabilities" submitted by Ms. Samina Rehman is accepted in its present form by the Department of Business Studies, Pakistan Institute of Development Economics (PIDE), Islamabad as satisfying the requirements for partial fulfillment of the degree of **Master of Philosophy in Business Economics**.

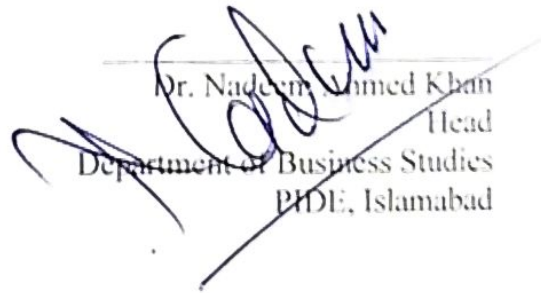
External Examiner:

  
Dr. Muhammad Majid Mahmood Bagram

Supervisor:

  
Dr. Nadeem Ahmed Khan  
Head  
Department of Business Studies  
PIDE, Islamabad

Head, Department of Business Studies:

  
Dr. Nadeem Ahmed Khan  
Head  
Department of Business Studies  
PIDE, Islamabad

## **Acknowledgement**

Blessed is the name of thy Lord, Master of Glory & honor. There is no God but Allah and Muhammad (PBUH) is his messenger. I am solely obliged to Allah almighty for His blessings. First of all, I am grateful to Allah Almighty, who is my refuge and guiding light, for giving me the wisdom and strength to struggle each day of my life. My efforts were nothing, but His blessings enabled me to complete this project.

I express my kind gratitude to my sweet family for their continuous support and care. Words cannot express my gratitude to my **Mom** and my **Dad**, for their unfailing Support to provide me with the best possible life and education. I also want to extend thanks to my siblings for being inimitable selves.

Moreover, I offer my profoundest gratitude to my thesis supervisor, Dr. Nadeem Khan for helping me to find an appropriate topic in the beginning process of writing thesis. He provided unreserved help and guidance to complete my thesis step by step. His words always inspired me and brought me to a higher level of thinking. What I learnt from him is not just how to write a thesis to meet the post-graduation requirement, but how to view this world from a new perspective.

Samina Rehman

# **DEDICATION**

**This work is dedicated to Allah Almighty my  
creator, my Strong pillar, my source of Inspiration,  
wisdom knowledge and understanding.**

**&**

**To My Beloved Parents**

# TABLE OF CONTENTS

## Contents

Samina Rehman.....	ii
<b>LIST OF TABLES .....</b>	<b>7</b>
<b>ABSTRACT.....</b>	<b>8</b>
<b>CHAPTER ONE INTRODUCTION .....</b>	<b>1</b>
<b>1.1 Background: .....</b>	<b>1</b>
<b>1.2 Problem Statement.....</b>	<b>7</b>
<b>1.3 Significance of the Study .....</b>	<b>7</b>
<b>1.4 Research Gap.....</b>	<b>7</b>
<b>1.5 Objectives of the Study .....</b>	<b>8</b>
<b>1.6 Research Questions .....</b>	<b>8</b>
<b>CHAPTER TWO LITERATURE REVIEW.....</b>	<b>9</b>
<b>2.1 Performance of the Organization .....</b>	<b>9</b>
<b>2.2 Strategic Competencies.....</b>	<b>10</b>
<b>H1. There is a relationship between strategic competencies and performance of an organization.....</b>	<b>12</b>
<b>2.3 Commitment Competencies .....</b>	<b>13</b>
<b>H2. There is a relationship between commitment competencies and performance of an organization.....</b>	<b>14</b>
<b>2.4 Competitive Scope .....</b>	<b>15</b>
<b>H3. There is a relationship between competitive scope and performance of an organization.....</b>	<b>15</b>
<b>2.5 Moderating Role of Organizational Capabilities .....</b>	<b>16</b>
<b>2.6 Organizational Factors .....</b>	<b>16</b>
<b>H4. The organizational capabilities have moderating effect with strategic competencies.</b>	<b>17</b>
<b>H5. Organizational capabilities have moderating effect with commitment competencies.</b>	<b>17</b>

<b>2.7</b>	<b>Theoretical Framework .....</b>	<b>18</b>
<b>2.8</b>	<b>Model.....</b>	<b>19</b>
<b>2.9</b>	<b>Hypothesis .....</b>	<b>20</b>
	<b>CHAPTER THREE METHODOLOGY .....</b>	<b>21</b>
<b>3.1</b>	<b>Research Design .....</b>	<b>21</b>
<b>3.1.1</b>	<b>Type of Study .....</b>	<b>21</b>
<b>3.1.2</b>	<b>Study Setting .....</b>	<b>21</b>
<b>3.1.3</b>	<b>Time Horizon .....</b>	<b>21</b>
<b>3.1.4</b>	<b>Area of Study .....</b>	<b>21</b>
<b>3.1.5</b>	<b>Population .....</b>	<b>22</b>
<b>3.1.6</b>	<b>Sampling .....</b>	<b>22</b>
	Research Interference .....	22
<b>3.1.7</b>	<b>Scales and Measurements:.....</b>	<b>22</b>
<b>3.1.8</b>	<b>Method of Analysis .....</b>	<b>23</b>
	<b>CHAPTER FOUR RESULTS AND ANALYSIS .....</b>	<b>24</b>
	<b>Table 4.1: One Way ANOVA.....</b>	<b>24</b>
	<b>Table No. 4: Normality of Data .....</b>	<b>25</b>
<b>4.1</b>	<b>Demographics of Sample .....</b>	<b>25</b>
	<b>Table 4.3: Gender of Respondents .....</b>	<b>25</b>
	<b>Table No. 4.4: Qualification .....</b>	<b>26</b>
	<b>Table No. 4.5: Experience .....</b>	<b>26</b>
<b>4.2</b>	<b>Confirmatory Factor Analysis (CFA) Analysis.....</b>	<b>27</b>
<b>4.2.1</b>	<b>CFA 1st Level: .....</b>	<b>28</b>
<b>4.2.2</b>	<b>CFA 2<sup>nd</sup> Level: .....</b>	<b>29</b>
	<b>Table No. 4.6: Reporting CFA Convergent Validity .....</b>	<b>30</b>
	<b>Table No. 4.7: Discriminant Validity .....</b>	<b>30</b>
<b>4.3</b>	<b>Correlation Analysis: .....</b>	<b>31</b>

4.3.1	Direct of IV 1-DV: .....	33
4.3.2	Direct Effect of IV 3-DV: .....	34
4.4	Regression Analysis.....	35
Table No. 4.10: Reporting of PLS Regression.....		35
4.4.1	Moderation Analysis: .....	36
4.4.2	Moderation Effect of IV 1: .....	36
4.4.3	Moderation Effect of IV 2: .....	37
4.5	Accepted / Rejected Hypothesis .....	38
5.1	Conclusion.....	40
5.2	Recommendations: .....	41
5.3	Limitations:.....	41
REFERENCES.....		42

## LIST OF TABLES

Table 4.1: One Way ANOVA.....	23
Table No. 4: Normality of Data .....	24
Table 4.3: Gender of Respondents .....	24
Table No. 4.4: Qualification .....	25
Table No. 4.5: Experience.....	25
Table No. 4.6: Reporting CFA.....	29
Table No. 4.7: Discriminant Validity.....	29
Table No. 4.8: Reliability of Data.....	30
Table No. 4.9: Correlation .....	31
Table No. 4.10: Reporting of PLS Regression.....	34
Table No. 4.11 Summary of Hypothesis Acceptance/ Rejection.....	37



## **ABSTRACT**

This study aims to explore the relationship between entrepreneurial attributes and performance of organization. The structure of the competencies of telecom sector is explained and hypothesis testing is done using empirical data. The relationship links the entrepreneurial competencies and performance of organization with two more constructs i.e. organizational capabilities and competitive scope. This study is conducted using well adapted instruments which are specific for research and hypothesis testing. The sample consisted of 282 managers and senior employees of Telecom sector. The analysis revealed that instruments have a positive and significant relationship on performance of organization.

# CHAPTER ONE

## INTRODUCTION

### **1.1 Background:**

Telecommunication is the source who overcomes distances by telephone, telegraph or mobile phone. We can say that transference of information is known as telecommunication. In 1962, telecommunication was developed in Pakistan. Pakistan's 1<sup>st</sup> independent telecommunication regulator company is Pakistan Telecommunication Company Ltd (PTCL). Multinational company launched this first Cellular GSM Mobile service in Pakistan in 1994. At that era, cell phone was used by only elite class as a symbol of status. After that, Ufone was launched by PTCL in 2001. But now a day, many companies like Telenor, Ufone, Warid, and Jazz are operating in cellular market.

PTA in National Economy said, the Telecom sector is developed sector and it deposited 363 billion during 2018. Comparing to the last year it showed an increment of 5.4%. With continuous development in telecom sector (internet and cellular race), Pakistan is at good position. By the passage of time, the volume of the telecommunication market is expanding and to earn more and more profit, these companies are making different offers to attract more and more customers (Ishaq, 2011) s. The market competition in this billionaire business is tough and all depends on the coverage, responsive and accurate internet services, customer care and better market strategies.

Like any other business, the telecommunication faces a lot of internal and external challenges to meet the market competencies to maintain its competitive dominance in the tele market. To improve the performance of the service provided, it is a mandatory condition for the telecom companies to innovate their business strategies and, to provide a better service as compared to the other competitors. A failure in market

competitiveness results in drag the firm up to the shutdown point. A recent example of the downfall in the telecom industry in the fall of the Warid service provider. After struggling for many years in the Pakistan telecom industry, finally, they must sell it to another market competitor, Mobilink.

Businesses are influenced by internal and external environment. The external factors are related to the market of the product and other input-output, supply- chain functions, while, the internal factors of the business are dealt by the organizers of the business, the think tank or the mainframe of the business. Business organizations include HRM, Accounts, Investment Strategies, Competitive Strategies, and many other departments.

An efficient and skilled management system can boost and enhance the business in a very efficient manner. The organizational decision effects and determines the external factors of the business. It impacts not only internal but also the external factors of an organization. So, it can be said that the overall external factors of any business performance are affected by the organization. The efficiency of the organization depends on the skills, experience, and qualifications of the managerial staff.

Competency is a confusing statement, and it is closely linked to "experience". The main reason is that often different words change. From an organizational viewpoint, eligibility is defined in two central groups: structural or personal.

For example, the factory HR manager model has the following strategic competencies: profit-seeking, prioritization focus on goal and outcome, system approach, analytical thinking, focus on consumer and team leadership and inspiration

Regarding research we have limited resources that's why too rely on our business and market abilities to stay in competitive market.

Furthermore, there is a tendency for such competent organizations to discover new and creative ideas that are causing it. Do this successfully before market changes, and expected competition for future demand. Birru, W. T., Runhaar, P., Zaalberg, R., Lans, T., & Mulder, M. (2019).

Basic competence is recognized as a strategic resource that can provide competitive advantage to organizations despite the growing interest in the capabilities of communications management professionals,

In everyday work, skills are put into practice and cannot be researched. Examining the methods of work reveals its nature. The relative importance of core competencies and their use in efficient performance is increasing the global business environment. Regarding both professional and organizational specific communication management capabilities, very little information is available that determines if they have these abilities. (Hitt, Ireland, & Hoskisson, 2005).

In general, an organization is supposed to be the integration of teams, groups and departments in which individuals form their central units. Within an organization, individuals are working and / or interacting with others in the community (Robbins et al., 2013). Communities are oriented to share common sense, influence and behavior. A high level of reflection emerges. The study explained that the appearance of a high level of reflection is the result of a dynamic interaction between individuals from the bottom up, as well as provided by the organization from top to bottom (Kozlowski & Klein, 2000). Organizational capacity is the ability of an organization to express itself as a collection of individual capacities that individuals encounter when they interact within

the organization. In an organization, an individual's ability to determine knowledge, skills and influence reflects their ability to cope with the tasks assigned to them. Consequently, organizational competence can be defined as the ability to demonstrate the true potential of an organization and achieve its objectives by fulfilling it. Your regular representation may be as follows:

Organizational capabilities = organizational skills + organizational affect + organizational knowledge

Organizational knowledge towards organizational capabilities explains that Knowledge allows humans to "make decisions" or "make a distinction." (Tsoukas & Vladimirou, 2001). Organizational knowledge can be categorized as familiarity of institute's objectives which includes sub goals for each level within the institute. These include familiarity of work process, work results, work resource and employee knowledge. (Yong Zeng et.al 2017).

Organizational skills in organizational capabilities explains that skill refers to how to do things through which the skill owner can achieve competition from an action. Therefore, skill is first a type of knowledge, that is, procedural knowledge according to Bloom's taxonomy (Adams, 2015; Forehand, 2010; Gottlieb, 2015). Second, a skill is normally tacit since it is obtained from the action procedures (Nelson & Winter, 2009; Singleton, 2013).

Organizational skills are a common mental model for efficiently and effectively performing organizational tasks including identifying and managing the right organizational workload for efficient and effective achievement of organizational goals.

When aligned with the external environment of an organization, the objectives of the organization will determine its success and location in its commercial field. Identifying organizational objectives will lead to strategy, vision, change and development at the organizational level. Since the environment is always changing, identifying the objectives of the organization is a dynamic and iterative process. At the same time, the location of the organization's objectives will ensure that all members of the organization have their own objectives that are clear.

Firm's workload is decomposed from managerial goals. Proper understanding will help the organization succeed its goals. Next the progress of organizational goals, the job load will have modified consequently. In addition, the workload should be properly divided into departments, groups and individuals for efficient and effective implementation. The ability to understand and adjust the workload guarantees a smooth implementation and understanding of the organization's objectives.

It is indispensable to carry out the right academic work, especially in knowledge related organizations. Identifying the right knowledge is a fundamental but important skill for individuals and organizations to continue to adapt to the changing environment. Well-organized knowledge can help an organization gain the maximum value of knowledge. Knowledge supervision skills can contain knowledge formation, gaining, addition,

alteration and taking advantage (Dodgson, 1993; Kale & Singh, 2007; Zahra & George, 2002; Zollo & Winter, 2002).

It is believed that positive organizational influences / emotions, such as work attitude and work commitment, have a positive power on organizational performance (Akgün, Keskin, Byrne, & Aren, 2007; Huy, 1999; Slaski & Cartwright, 2003). Skills are required to deal with undesirable emotions in the process of educating, refining and adaptable emotions.

The last decade has seen a lot of changes in the telecommunications business and a lot of Internet issues and updates and in electronics and Software Applications. Globalization and international trade includes a result with ICT (Communication Technology). On the other hand, social networking has created a new way of life. Most of the major telecommunications companies have been privatized. A wave of competing policies and illegal advertising has shaken the world.

With the advancement of telecommunications technology world has grown rapidly in communications. Need of an efficient and modern telecommunications sector is now considered important for economic development in countries changing. Basic telecommunications industry covers a large part of the global economy

Therefore, this study aims to increase the performance of organization by enhancing their employee's competencies and firm will be able to compete in market. But in Pakistan we are facing many crises like electricity, education, political disturbances and limited resources so organizations don't have the capability to strengthen the performance of organization

## **1.2 Problem Statement**

In the telecommunication market, the environment of competitiveness is very challenging and tough to compete. A strong organizational mechanism could generate a competitive strategy to compete in the telecom market and to give a strong competition to the other competitors. It is necessary to assess the determinants of competitiveness and how it could be beneficial for a telecom competitor in the Pakistan Telecom market.

## **1.3 Significance of the Study**

The main aim of this study is to identify the factors related to internal and external competitive challenges that a firm faces in the telecom market of Pakistan and how it can meet the challenges of maintaining its competitive dominance. The strategies that a telecom service adopts and how its internal or organizational factors strengthen the market worth of the company. If, the firms are designing strategies to make its customers loyal and intact, then what is the scope of competition how it could be effective for the firm itself and how it could change the behavior of the telecom market?

## **1.4 Research Gap**

Strategic competencies in the telecom industry is a challenging issue that all the firms are facing in the current era. Previous studies show that so far, most of the research has been conducted about the issues that a telecom firm faces in the market. Entrepreneurial Competencies needs to be regenerate (Theresa Lau and Ed Snap, (2012)



## **1.5 Objectives of the Study**

The following are the research objectives of this study.

- To check the impact of internal and external factors of an organization on the performance of employees.
- To find out how organizational capabilities moderates the relationship between organizational internal factors with the performance of an organization.

## **1.6 Research Questions**

- What is the relationship between strategic competencies with the performance of an organization?
- What is the relationship between commitment competencies with the performance of an organization?
- What is the relationship between the competitive scopes with the performance of an organization?
- Do organization capabilities moderate the relationship between organizational internal competencies and the performance of organization?

## **CHAPTER TWO**

### **LITERATURE REVIEW**

The competitiveness concept reminds competitive advantage. According to the largely consolidated view of the competitive process, competitive advantages affects firm's performance. So, in return, the nature of such advantage results in one or more specific sources of a competitive advantage which a firm control.

#### **2.1 Performance of the Organization**

The performance of a firm in a competitive market needs a very systematically strong internal and external mechanism to meet the challenges being faced in the existing market. Its internal organization that designs strategies not only to maintain its internal or managerial issues but also to take a lead in the existing market by designing effective and useful strategies to maintain its nominal reputation.

The concept of competitive advantage is central in strategic management studies (Porter, 1985; Ghemawat, 1986). It can be interpreted as "the asymmetry or differential between companies along any comparable dimension that allows a company compete better than your rivals (Ma, 2000).

A competitive advantage refers to the superiority position within an industry that a company has developed compared to its competitors. Competitiveness at the company level indicates a company's ability to design, produce and market superior products to those offered by competitors, where superiority can be assessed of several factors, such as price, quality, technological advancement, etc.

Unbroken performance is not healthy of any organization because only through performance, organizations can develop and get success. We know that organizational performance is essential especially for current economic disasters

because it identifies those elements that should be considered with an augmented interest to increase the organizational performance. (Corina govern) 2011.

Detection and identification of factors that increase organizational performance both are practical and theoretical endeavor (Richard, Devinney, Yip, & Johnson, 2009).

## **2.2 Strategic Competencies**

In service industries the fast growth and rapid increasing competition is at high position in both developed and under developed countries made it a prominent and important element for analyzing service quality (Brown & Bitner, 2007). Without faithfulness and buyer satisfaction, no organization can live in the current competitive situation; similarly, no organization can create high sales without meeting customer necessities. Service worth plays an important role in building a positive relationship among consumers and the organization, and is a two-way value stream (Rashid Saeed, 2013).

It is still a business strategy consisting of rival companies, managers. Who strive to meet their performance goals (Hoffmann et al., 2018)? Levy and Williams (2004) argued based on past research that appraisal systems will be less useful useless/ineffective if employees consider it useless, unfair and invalid although appraisal the system sounds good.

Although, the process of the strategic board comprising the formulation, implementation. To attain the long-term organizational goals, evaluation of the strategic actions is also assumed by the organizations. Thus, this method is measured as the management process of goal setting and the strategic actions undertaken through strategic tools like strategic coordination and organizational culture make them enable to succeed in organizational goals (Al-Ansaari et al., 2015; Pinho et al., 2014).

Five strategic capabilities have been unbreakable in each family of professions. The strategic competencies of huge and intermediary management contain for-profit struggles, ability to handle conflicts, leadership skills and willingness to make changes. The strategic competencies of junior management managers include confidence, commitment, and skill to deal with fights, a struggle for quality and leadership abilities. Experts' strategic competencies consist of commitment, customer focus, and the ability to work in a squad, assurance, and information handling. The strategic competencies of professional team include commitment, effort for quality, teamwork, reliability, and customer focus. Every HR manager must have the following strategic competencies: seeking for profit, goals and results, prioritization, focusing on their customers, system approaches, analytical thinking, motivating and leading the team. Professional competencies are classified into specific capabilities such as project management, skills and knowledge of competition, and special qualifications according to the branch of education and knowledge of different languages.

Strategic competency linked to organization operation and it is extremely executed at the managerial level, it is the method that is forecasting and determines the strongest and the weakest aspects in both external and internal environment, such SAWT analysis to evaluate the weaknesses, strength, threats, and opportunities. This competency identifying the external and internal factors that are favorable and unfavorable to do organization objectives, managers here is to emphasize on the organizations' resources and make indisputable that all their employees are working on the way to the planned objectives, it is a competency that constantly operating contains a methodological terms William (2010). Sparrow& Hodgkinson, (2006) said that strategic competencies is the aptitude and the struggles that are taken to pursues evidence for organizations mission and objectives particularly business environment just before competitors, to lead somewhat than follow them, create an active environment, refer the technical levels for exact decision making, and to have a cerebral and the capability to straight organization strength to response directly for an alternative situation.

**H1. There is a relationship between strategic competencies and performance of an organization.**

The international school of management (2012), competitive advantage defined as "An advantage beyond rivals obtained by proposing buyers more value, moreover through lesser prices otherwise be provided that more profits and services that validate greater values. Agbour (2008) stated in his practical study that it is the creativity of organization and leader which creates creative environment and gives permission to workers to work freely in creative environment; it totally depends on leader how entrepreneur inspires their workers to bring out their competencies and use that to transform, help and lead the organization by competitive advantage over its rivals. Therefore, the opinions for

applying mixed strategies arise from some of the complications related with purely strategies (Miller, 1992). Meanwhile the cost leadership and differentiation strategies are more difficult but both are very necessary to meet customer needs efficiently. Searching for mixed competitive strategies can help you get multiple sources of benefits, and thus allow you to reach higher levels of performance (Mas & Bin-Abdulah 2011; Beal and Yasai-Ardekani, 2000).

### **2.3 Commitment Competencies**

Competencies can be between different industries and levels of seniority, though the majority are found across many industries and firms. They are often sprinkled throughout job descriptions and person requirement. As part of your application, you will need to demonstrate how you meet the goals of competencies identified by the employer (Anyanwu Hilary Chinua, 2016).

All businesses need to get manage efficiently and effectively to succeed. A strategic management competency relates to the integration of business operations to get and maintain an advantage over the competition. Strategic management is about reviewing different multiple business areas and analyzing data, systems, and processes to make informed decisions.

Commitment competencies directly affects the performance of the organization. Internal structure of the organization should strong to compete for the challenges that are being faced externally, then it is easy to overcome the challenges that it faces in the market (Looney, 2012).

Organizational commitment denotes as the employee working behavior and organizational commitment directly impacts on the intention to stay with that employing organization and take part in their work. More, the strong and tight attachment of employees cultivates the psychological orientation with the organization and its stated goals (Beer et al., 2009).

In the existing literature, some past studies also examined the connection between organizational commitment and organizational performance. This study discovered the positive effect of organizational commitment on organizational economic performance. Similarly, (2013) and Ali et al. (2010) also found a positive significant relationship between them. Competition plus commitment are vital part of the company's staff and must go hand in hand to expand the organization. Competencies are the abilities and attitudes established by workers to perform tasks capably and successfully. Abilities such as bravery, trust, self-respect, mental focus with peacefulness, power, etc. (Chris Hendry, 2000).

## **H2. There is a relationship between commitment competencies and performance of an organization.**

Researchers suggested that if the organizational commitment competencies are high so it will empower the employees that will tend to self-motivation high concentrated and resilient (Avolio et al. 2004; Kanter 1983; Kraimer, Seibert, and Liden 1999; Spreitzer 1995; Thomas and Velthouse 1990). By giving more opportunities for decision making, challenges and appreciation to workers will make their feelings changed for company they will become self-determined and motivated (Liden, Wayne, and Sparrow 2000). In a result worker will become highly committed to their organization (Avolio et al. 2004; Eisenberger, Fasolo, and DavisLaMastro 1990). Furthermore, the relationship between commitment competencies and performance of organization is positively related (Kraimer, Seibert, and Liden 1999).

## **2.4 Competitive Scope**

Organization competitive scope can be defined as a function of the number of value chains (distinct but interrelated) through which the organization is connects (McDougall, 1997). The competitive scope is further distributed as twofold the broad scope and narrow scope. The narrow scope involves getting into a central focused strategy where the focus can be on cost leadership or differentiation strategy (Weldy, 2009).

The cost leadership strategy is a combined set of actions involved in producing goods and services with specific features that are acceptable to the customers at the lowest cost. (Fre´ de´ric Delmara S. S., 2004). For example, Greyhound Lines Inc. give bus services to its customers at the possible lowest cost while maintaining an acceptable level in services. And services at an acceptable cost but with features that are perceived as better and more important to the customers. This type of strategy is adopted by (McKinsey and Co, Caterpillar, Ralph Lauren, etc. (Mali, 2013).

The focus strategy, on the other hand, involves making and producing goods and services that serve the needs open poles.

### **H3. There is a relationship between competitive scope and performance of an organization.**

Efficiency and effectiveness both are the main concepts of competitiveness. In other words, competitiveness defines the needs of buyers to the world (Buckley, et.al., 1988: 175-2001).



## **2.5 Moderating Role of Organizational Capabilities**

Resources and organizational capabilities significantly moderates the association between Company performance and coopetition. Organizations also get other assets from their rivals, so they may able to use them for enhancing profit through some business strategies (Crick, J. 2019). Because of the help of assets and capabilities sharing activities, managing new opportunities, collaborating is very likely to yield different results of the company's performance (Combs and Ketchen, 1999; Ritala, 2012; Yami and Nemeh, 2014)

## **2.6 Organizational Factors**

The external factors are related to the market of the product and other input-output, supply-chain functions, while, the internal factors of the business are dealt by the organizers of the business, the think tank or the mainframe of the business. The organization of the business includes on a smaller scale, the management of HRM, Accounts, Investment Strategies, Competitive Strategies, and many other factors.

An efficient and skilled management system can boost and enhance the business in a very efficient manner (R.S.Kanchana, 2013). The organizational decision effects and determines the external factors of the business. It impacts not only internal but also the external factors of an SME. So, it can be said that the overall external factors of any business performance are affected by the organization. The efficiency of the organization depends on the skills, experience and qualifications of the managerial staff (Muhammad Mansoor, 2011).

In the Pakistani telecom industry, firms must face many challenges. The literature shows the different aspects that a telecom company could face internally and externally.

**H4. The organizational capabilities have moderating effect with strategic competencies.**

Worden (2003) explored the contradiction between strategic planning and leadership that exists between the strategic vision of a leader. Qualified (mediated) is presented to highlight the tension in this example of a dualistic strategic leader. Depicted with a certain quality should ask his way from studying the intentions of adolescent that their opinion should be of a different nature in accordance with the negation at the same time it can only be through the effect. In addition, he said that the integrity of the glue is another way Frater trust strategic vision among the leadership of the financial point of view, performance-oriented forced to use the device. Therefore, it should be related to the integrity of strategic leadership and can be sustainable in a competitive advantage.

**H5. Organizational capabilities have moderating effect with commitment competencies.**

Even if the size of your organization, you need to lead good skills sectoral interests, provide information, support and enhance the ability to be successful. Of course, effective communication is enabled by an administrator in management (Barrett, 2006). The study's first School of Harvard Business the need to succeed and grow in a community of people who are leading the industry, people are "linked, make good decisions, and make good choice of business (Bowman, et al., 1964). Improving the quality of communications with professional leadership and personal and promotes prosperity, promotes transparency and efficiency in the work environment is not the staff more involved. Increasing partner well and manufacturing (WHO, 2008).

## **2.7 Theoretical Framework**

The core competence approach of strategy deals the business in a specific way. For this approach businesses are open systems intermingling with their environments to obtain resources and give outputs. As per this approach of strategy, the capacity of the business to build up core competencies that are not getting by its competitors and that generate huge profits for consumers form the basis of its superior performance.

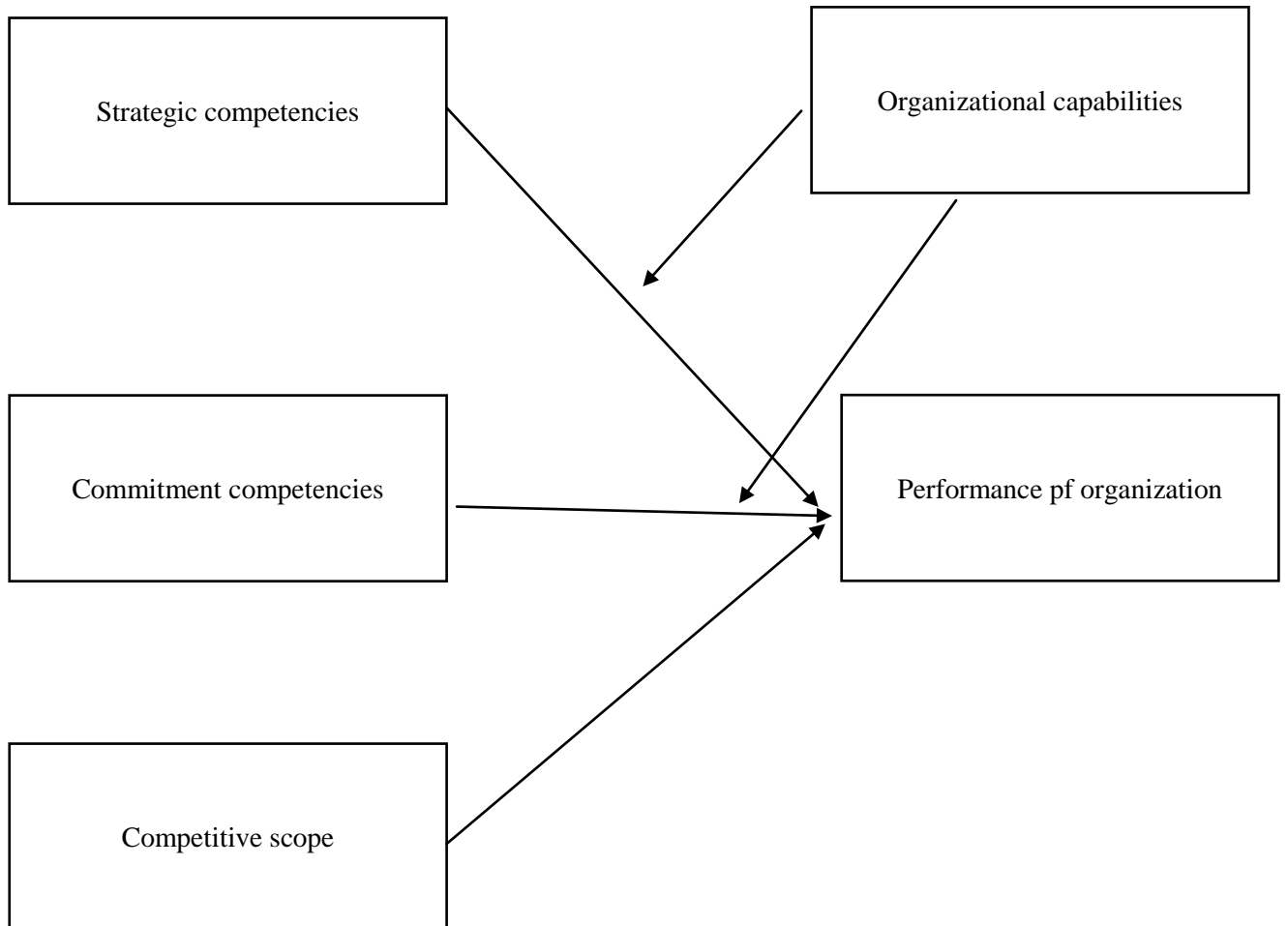
There are three basic aspects of Competence-Based Strategic Management Theory. The first aspect is to observe the strategic behavior of the competitor in the market and how to compete it and to beat it and how to gain an advantage to promote its own product in the market.

The second aspect is related to the systematically and structural process of the organization which can support the organization eternally and externally to support the competitive environment of the organization.

The third aspect is about to manage the economic resources of the organization in such a manner that the organization could achieve its long-run and short-run goals to sustain itself in a competitive market. In this whole process, the role of the stakeholders is very important. More skilled and efficient members of management and concerned departments design such strategies that are more beneficial for the organization. In the process of determining strategies, the knowledge and the skills of the members play a key role.

In short, the current business world demands that organizations must have built up behaviors and structures which facilitate them the having and handling of knowledge more successfully and wisely than their competitors.

## 2.8 Model



## **2.9 Hypothesis**

**H1.** There is positive relationship between strategic competencies and performance of an organization.

**H2.** There is positive relationship between commitment competencies and performance of an organization.

**H3.** There is positive relationship between the competitive scope and performance of an organization.

**H4.** The organizational capabilities moderate the relationship between strategic competencies and performances of organization.

**H5.** The organizational capabilities moderate the relationship between commitment competencies and performances of organization.

## **CHAPTER THREE**

### **METHODOLOGY**

In this portion, the methodology adopted to carry out quantitative research is discussed. It concludes research design, sampling, data collection technique and data analysis method.

#### **3.1 Research Design**

Research design of this study consists of the scientific and systematic approaches to anticipate the purposes of the study.

##### **3.1.1 Type of Study**

The research was applied and quantitative where data collected from primary resources were analyzed.

##### **3.1.2 Study Setting**

This study based on a field study because participants i.e. employees from telecom sector had contacted on their job to fill the questionnaires in their normal work environment.

##### **3.1.3 Time Horizon**

The cross-sectional data was collected over an estimated time of one to two months.

##### **3.1.4 Area of Study**

The survey carried out in telecom companies Jazz, Ufone, Telenor, and PTCL.

### **3.1.5 Population**

The population of the current study comprises the employees of the telecom sector in Rawalpindi and Islamabad.

### **3.1.6 Sampling**

In this research, Purposive sampling technique was used with appropriate number of questionnaires constructed on the population size among the employees. The data was collected through a structured questionnaire and 282 questionnaires were distributed among the employees.

### **Research Interference**

This research is based on field study and there is no research interference. The data collected in this study has cross sectional data. Data was collected through an adopted questionnaire, almost 282 questionnaires were distributed. The reason for using the questionnaire as a survey is mainly in the past, and most studies use this technique for data collection and measurement. In addition, because of its cost effectiveness, it has the advantage of less interference from researchers, thus reducing possible deviations from respondents. This technology can help respondents easily answer questionnaires and let them take the time to make reasonable and thoughtful responses. Participants was assured of the privacy of their responses and confidentially so that the respondents would feel free in their responses.

### **3.1.7 Scales and Measurements:**

To fulfil the requirement of this study and data collection, the responses are collected from the respondents through adapted questionnaire. Strategic competency items (9) are developed by Thomas W.Y Man, Theresa Lau & Ed Snap (2012). Competitive Scope items (5) are developed by Thomas W.Y Man, Theresa Lau & Ed Snap (2012). Performance of organizations items (5) are developed by Thomas W.Y Man, Theresa Lau & Ed Snap (2012). Organizational capabilities items (5) are developed by Thomas W.Y Man, Theresa Lau & Ed Snap (2012). Commitment competencies items

(6) are developed by Bernard J. Jaworski and Ajay K. Kohli (1993). All scales use a 5-point Likert scale to evaluate with anchors going from 1 (strongly disagree) to 5 (strongly agree). The questionnaire is attached at the end of the thesis.

### **3.1.8 Method of Analysis**

Data was analyzed using the software SPSS 20 and SMART PLS 3.2.0. A latent SEM technique is used for analysis and estimations.



## CHAPTER FOUR

### RESULTS AND ANALYSIS

In this chapter multiple analysis are run. The data are collected from the 282 respondents' and interpret through using SPSS and SMART PLS software. These analyses are One Way ANOVA, normality of data demographics of sample, reliability analysis, correlation analysis, multiple regression analysis like moderation regression analysis.

**Table 4.1: One Way ANOVA**

Demographics	Performance of Organization	
	f statistics	p value
Gender	2.812	.062
Age	2.054	.087
Qualification	1.986	.116
Experience	1.104	.355

This table one-way ANOVA show the impact of demographics variable on dependent variable. These variables are controlled when the P value less than .05. So, we controlled the demographics variable during the regression analysis and when p value is greater than 0.05 it is insignificant it means that there are no influences of demographics on DV that is performance of organizations. The p value of qualification is lies more than 0.05 because mostly respondent's lies in master level and gender are mostly male, age lies between 30-40 years and experiences lies between 10-15 years.

**Table No. 4: Normality of Data**

<b>Research Variable</b>	<b>Skewness</b>	<b>Kurtosis</b>
Age	0.789	-.941
Gender	0.601	0.208
Experience	0.818	0.534
Qualification	0.117	0.739

#### **4.1 Demographics of Sample**

Through questionnaires there are 282 respondent's responses received in this study which is described by characteristics based on demographics variable such are as gender, education, working situation, age of respondents. The further detail is as following one by one in the table

**Table 4.3: Gender of Respondents**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Male	184	65.2	65.2	65.2
Female	96	34.0	34.0	100.0
Total	282	100.0	100.0	

This table show that the 184 male and 96 females out of this sample size the percentage of male is 65.2% and female percentage is 34.0%. The target respondents were managers, owners and senior employees of Telecom companies. The data were collected from Rawalpindi and Islamabad.

**Table No. 4.4: Qualification**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Bachelors	46	16.0	16.0	16.0
Master	198	70.0	70.2	86.2
M.Phil./MS	38	13.5	13.0	99.6
Doctoral	1	.4	.4	100.0
Total	282	100.0	100.0	

The table shows the result of education of respondent's there are bachelors 46 (16%), masters 198 (70%) M.Phil./MS 38 (13.5%) and doctoral 1 (.4%).

**Table No. 4.5: Experience**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
5-10 years	70	24.8	24.8	24.8
10-15years	124	44.0	44.0	68.8
15-20years	62	22.0	22.0	90.8
20-25 years	17	6.0	6.0	96.8
Above 25 above	9	3.2	3.2	100.0
Total	282	100.0	100.0	

According to this table the experience of the respondents, 5-10 years 24.8 %, 10-15years 44.0%, 15-20 years 22.0 %, 20-25years 6.0%, and above 3.2 % of the sample.

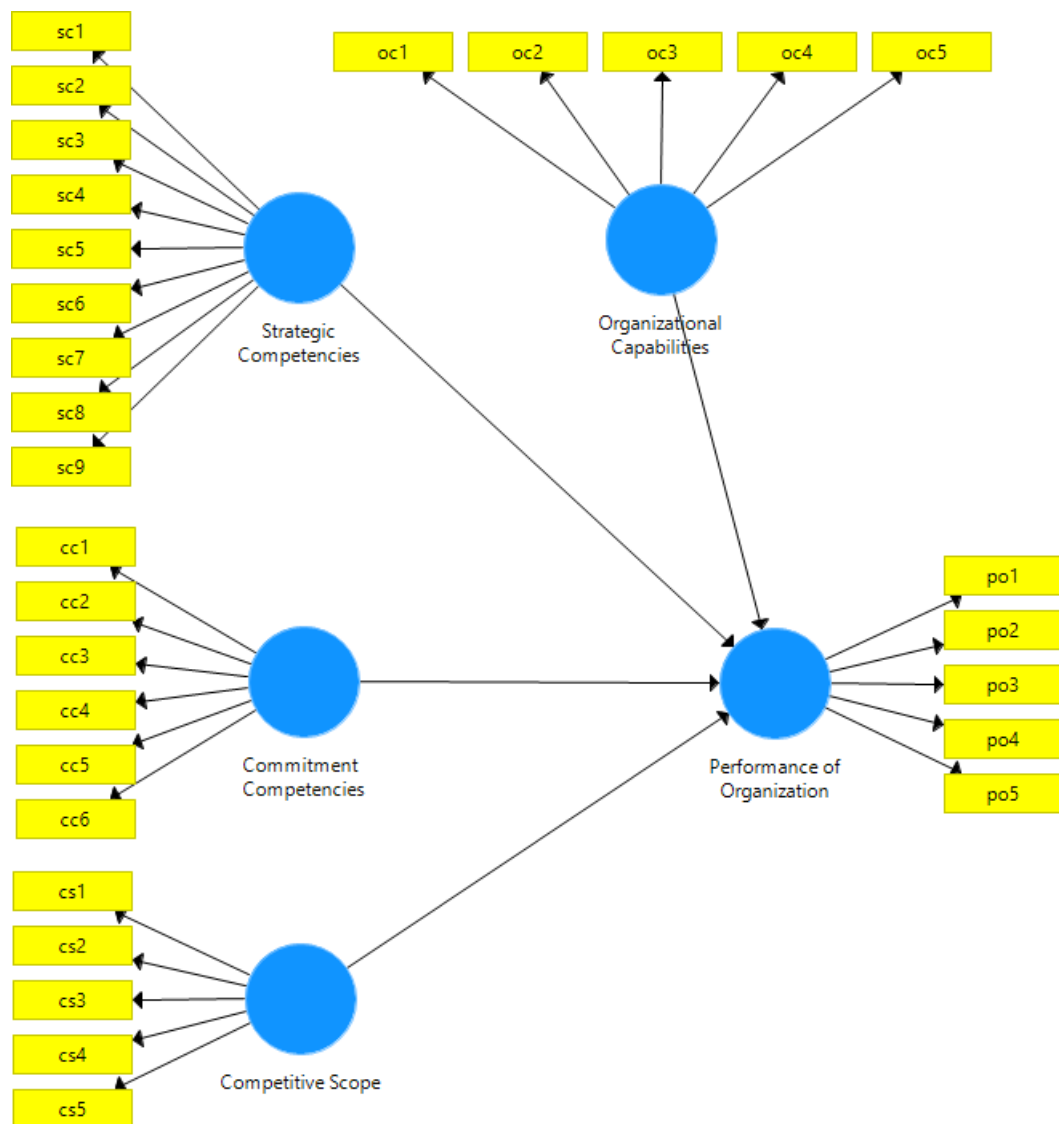
**Table No. 4.6: Age of Respondents**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
18-25 years	14	5.0	5.0	5.0
26-33 years	108	38.3	38.3	43.3
34-41 years	112	39.7	39.7	83.0
42-49 years	31	11.0	11.0	94.0
50 and above	17	6.0	6.0	100.0
Total	282	100.0	100.0	

Above table shows that the age of respondents, 18-25 years is 5.0 %, 26-33 years is 38.3 %, 34-41 is 39.7 %, 42-49 years 11.0%, 50 and above 6.0 % of the sample.

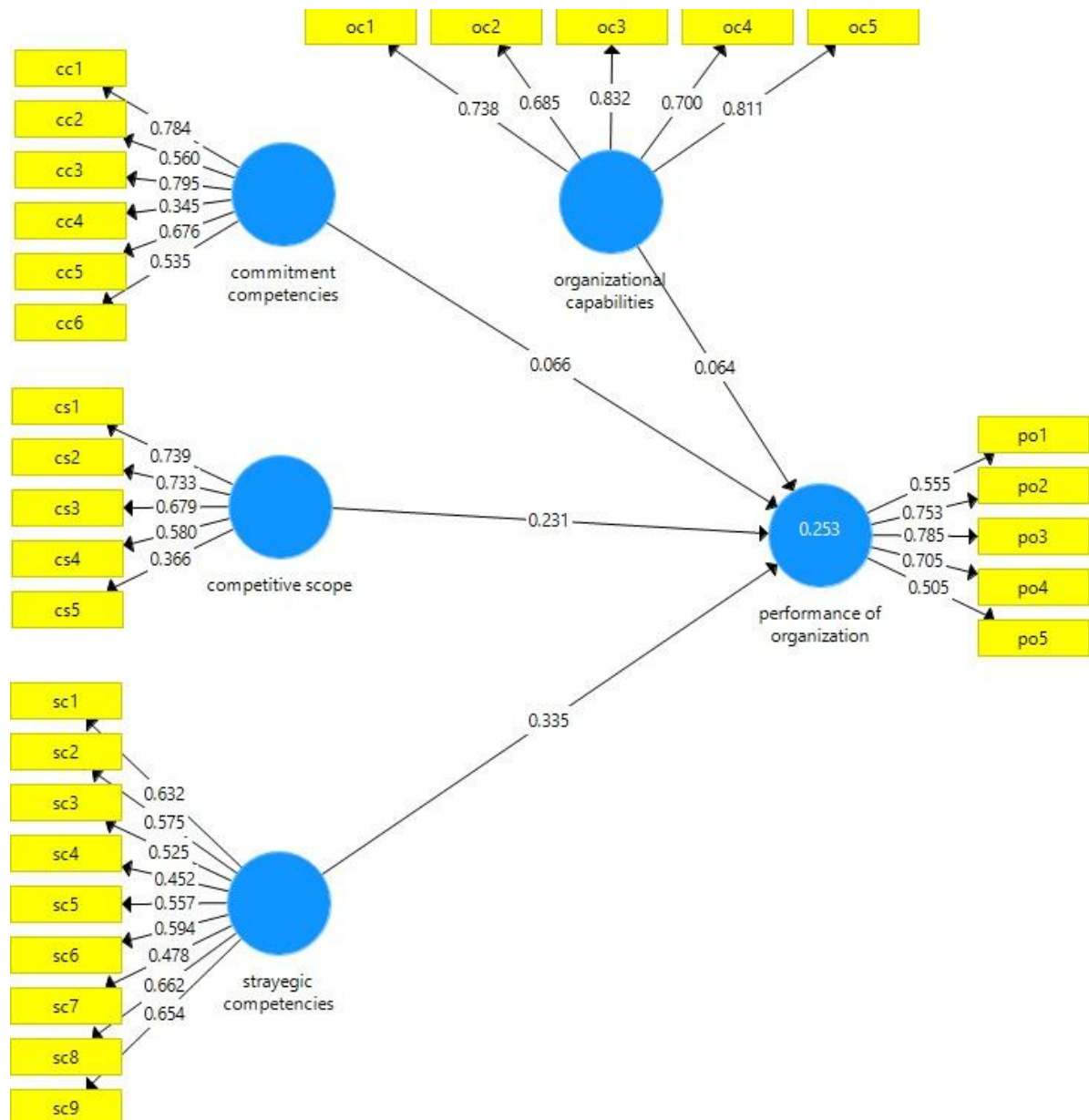
#### 4.2 Confirmatory Factor Analysis (CFA) Analysis

Testing the measurement model or outer model using Smart PLS approached. CFA assess reliability and validity of the models construct. In this analysis consist of different type of analysis with in CFA such as reliability, convergent validity and discriminant validity. Convergent reliability consists of three further categories like, factor loading, composite reliability (CR) and average variance extracted (AVE).



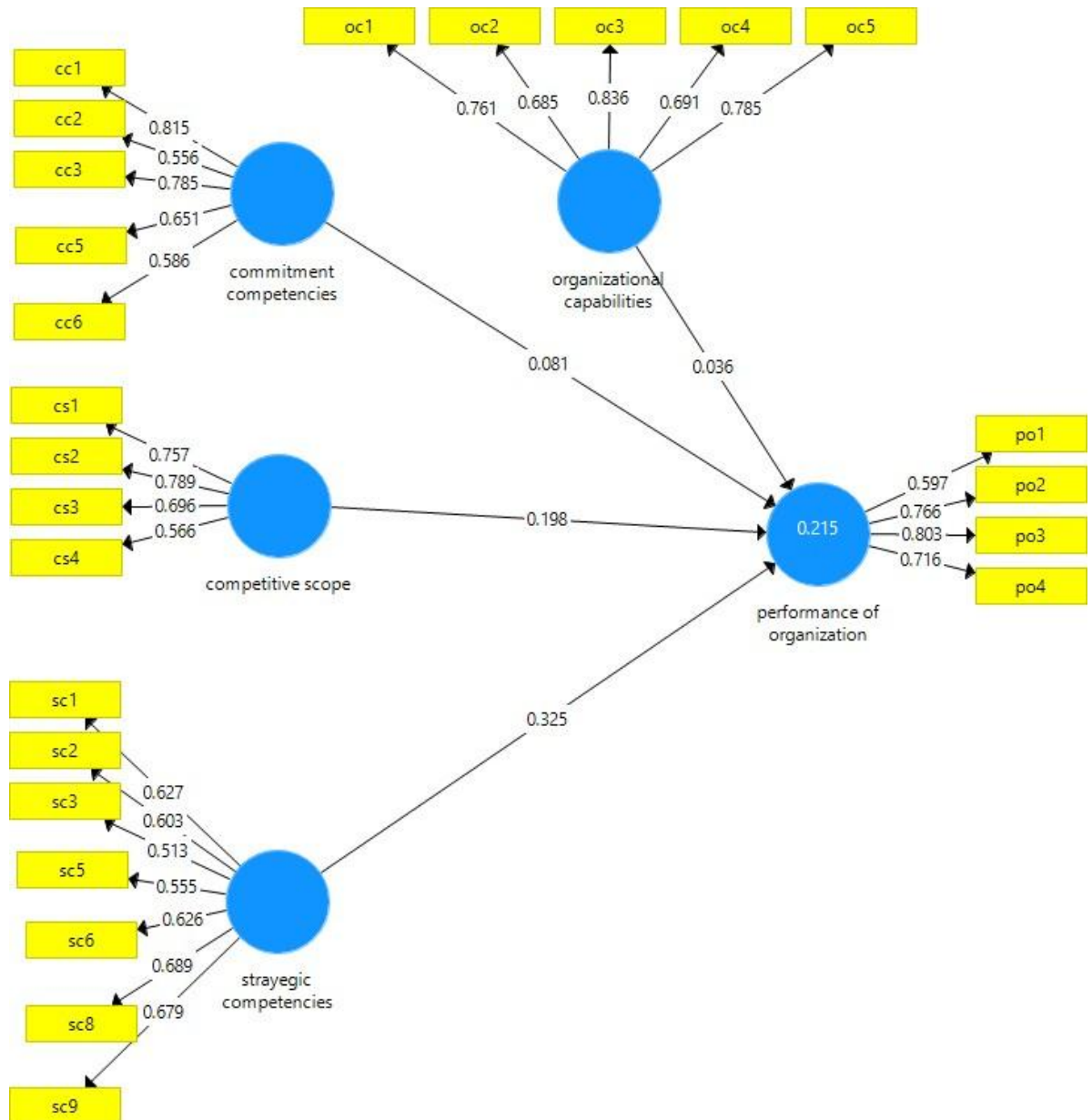
#### 4.2.1 CFA 1st Level:

Factor loading should be greater than 0.6 in most cases but can be less if the scale is well proven. Apply the PLS Logarithm factor for calculating the factor loading.



#### 4.2.2 CFA 2<sup>nd</sup> Level:

Delete the item which has less value and repeated from calculate PLS factors. After deleted the less value the remaining items will be used in further analysis.



Above figure show the constructs of each variable with factor loading. Factor loading should be greater than 0.6 in most cases, but in less than if the scale is well proven.

**Table No. 4.6: Reporting CFA**

<b>Convergent Validity</b>					
<b>Constructs</b>	<b>Items</b>	<b>Cronbach's alpha</b>	<b>Factor Loadings</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted</b>
Competitive scope	CS1	0.661	0.757	0.798	0.500
	CS2		0.789		
	CS3		0.698		
	CS4		0.566		
Commitment Competencies	CC1	0.717	0.815	0.813	0.471
	CC2		0.556		
	CC3		0.785		
	CC5		0.651		
Strategic Competencies	CC6	0.735	0.586	0.809	0.380
	SC1		0.627		
	SC2		0.603		
	SC3		0.513		
	SC5		0.555		
	SC6		0.626		
	SC8		0.689		
SC9	0.679				

**Table No. 4.7: Discriminant Validity**

	<b>CC</b>	<b>CS</b>	<b>OC</b>	<b>PO</b>	<b>SC</b>
Commitment Competencies	0.687				
Competitive Scope	0.240	0.707			
Organizational Capabilities	0.021	0.159	0.754		
Performance of Organization	0.166	0.338	0.083	0.725	
Strategic Competency	0.112	0.354	0.042	0.406	0.616

**Table No. 4.8: Reliability of Data**

<b>Name of Variable</b>	<b>Reliability</b>	<b>No of Items</b>
Commitment competencies	0.670	6
Competitive Scope	0.606	5
Organizational Capabilities	0.718	5
Strategic Competencies	0.755	9
Performance of Organization	0.649	5

In which table shows the reliability analysis results in which five variables of 282 samples are containing 30 items. According to above table results all variables shows reliability and said to be acceptable because according to Cronbach's alpha value all are greater than 0.6. Whereas commitment competencies scale having  $\alpha = .670$  and number of items are 6, strategic competencies scale having  $\alpha = .755$  and items are also 9 another variable is organizational capabilities having  $\alpha = .718$  and items are 5, competitive scope scale having  $\alpha = .606$  number of items are 5 and the Cronbach alpha of performance of organization scale having  $.649$  and items are 5.

#### **4.3 Correlation Analysis:**

For checking the Correlation analysis is run to see that how the variables are statistically direction, strength and significantly correlated with each other. The results are mentioned below table.



**Table No. 4.9: Correlation**

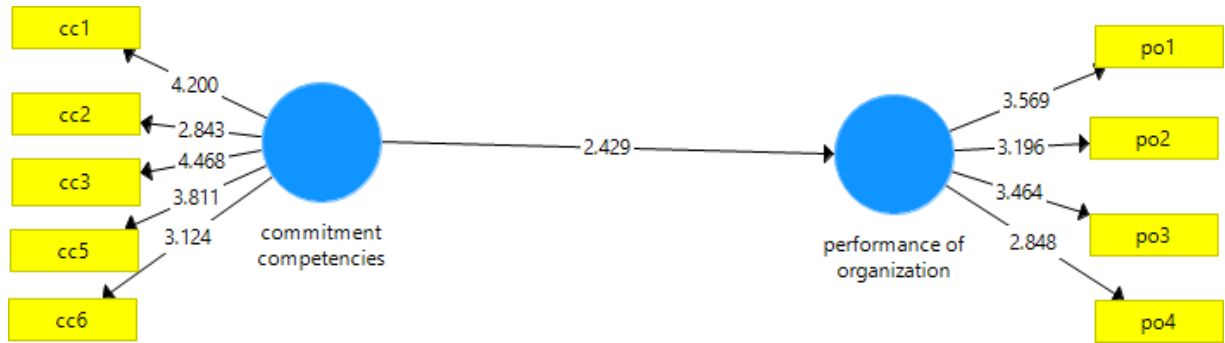
<b>Variables.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.Commitment Competencies	1				
2.Competitive Scope	.238**	1			
3.Organizational Capabilities	.339**	.449**	1		
4.Strategic Competencies	.134*	.362**	.412**	1	
5. Performance of Organization	.182**	.379**	.337**	.386**	1

N=282, \*\*p<0.01.

The above table shows that the correlation between the variables studied in current study such variable is Commitment Competencies (CC), Competitive Scope(SC), Organizational Capabilities(OC), Strategic Competencies (SC) and Performance of Organization (PO). Commitment competencies and competitive scope having positively significant and positive correlation between them ( $r = .238^{**}$   $p < .000$ ). Commitment competencies is also positively correlated with organizational capabilities at ( $r = .339^{**}$   $p < .000$ ). Moreover, commitment competencies are positively correlation with strategic competencies at ( $r = .134^*$   $p < .000$ ). commitment competencies are positive correlation with performance of organization at ( $r = .182^*$   $p < .000$ ). now the competitive scope is positive correlation with organizational capabilities at ( $r = .449^{**}$   $p < .000$ ) and with strategic competencies at ( $r = .362^{**}$   $p < .000$ ) and positive correlation with performance of organization at ( $r = .379^{**}$   $p < .000$ ). Organizational capabilities are positive correlated with strategic competencies at the point of ( $r = .412^{**}$   $p < .000$ ), and positive correlated with performance of organization at ( $r = .337^{**}$   $p < .000$ ). the last correlation is positive between strategic competencies and performance of organization

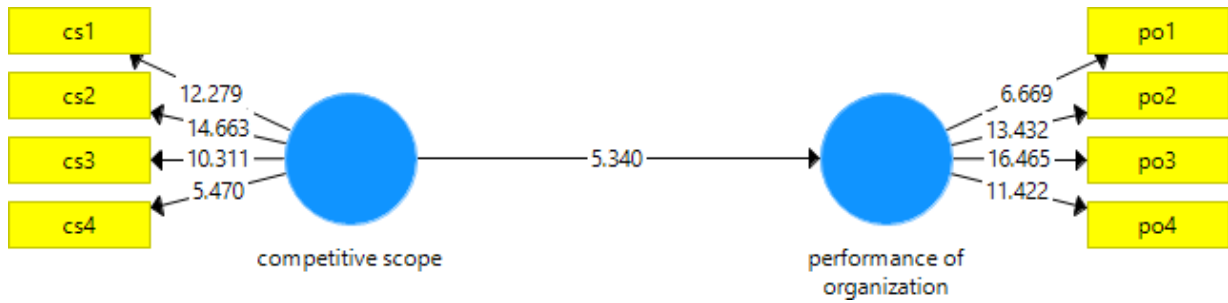
is ( $r = .386^{**}$   $p < .000$ ). All variables are positively significant correlated with each other at 0.01 levels with sample size  $N=282$  which are developed hypothesized model.

#### 4.3.1 Direct of IV 1-DV:



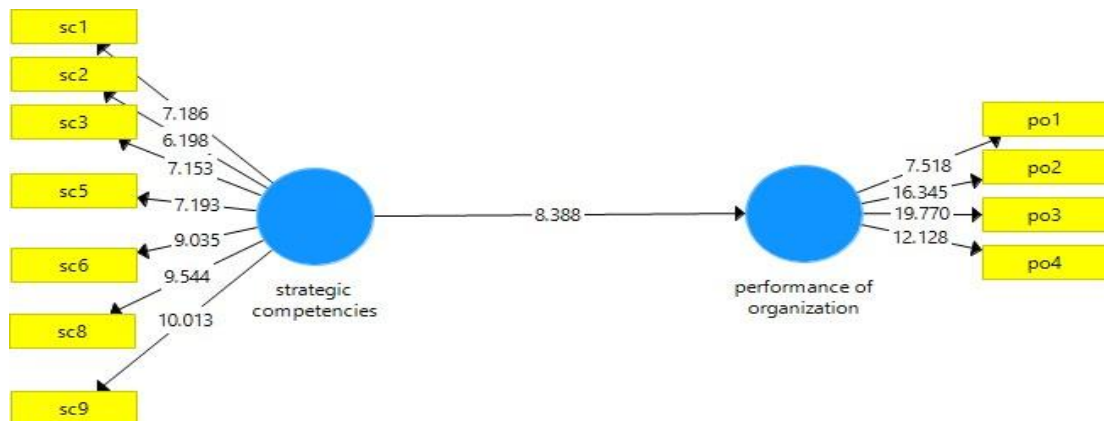
Items	Beta	R square	Ad R square	P value
Commitment competencies	2.429	0.035	0.031	0.016
Hypothesis	Statement		Accepted/Rejected	
H1	Commitment competency is positively associated with performance of organization		Accepted	

### 4.3.2 Direct Effect of IV 2-DV:



Items	Beta	R square	Ad R square	P value
Competitive scope	5.340	0.113	0.110	0.000
Hypothesis	Statement		Accepted/ Rejected	
H2	Competitive scope is positively associated with performance of organization		Accepted	

### 4.3.2 Direct Effect of IV 3-DV:



Items	Beta	R square	Ad R square	P value
Strategic competencies	8.388	0.164	0.161	0.000
Hypothesis	Statement	Accepted/Rejected		
H3	Strategic competency is positively associated with performance of organization			Accepted

#### 4.4 Regression Analysis

In regression analysis to check the variables in which proposed model. Regression analysis include the multiple regression, moderation and mediation regression analysis.

The regression analysis results are below in following tables

**Table No. 4.10: Reporting of PLS Regression**

Direct Effects of IV on DV				
	Beta	R Square	Adjusted R	P Value
Commitment competency	2.249	0.035	0.031	0.016
Competitive scope	5.340	0.113	0.110	0.000
Strategic competencies	8.388	0.164	0.161	0.000

The table no. 4.10 shows the multiple regression analysis in two steps, the first step shows the controlled the demographics variables and in second step independent variables (commitment competencies, competitive scope, strategic competencies) are mentioned which regressed on dependent variable that is performance of organization.

**B** is  $\beta$  (unstandardized coefficient beta) is unit change, **R<sup>2</sup>** is total change and  $\Delta R^2$  is actual change.

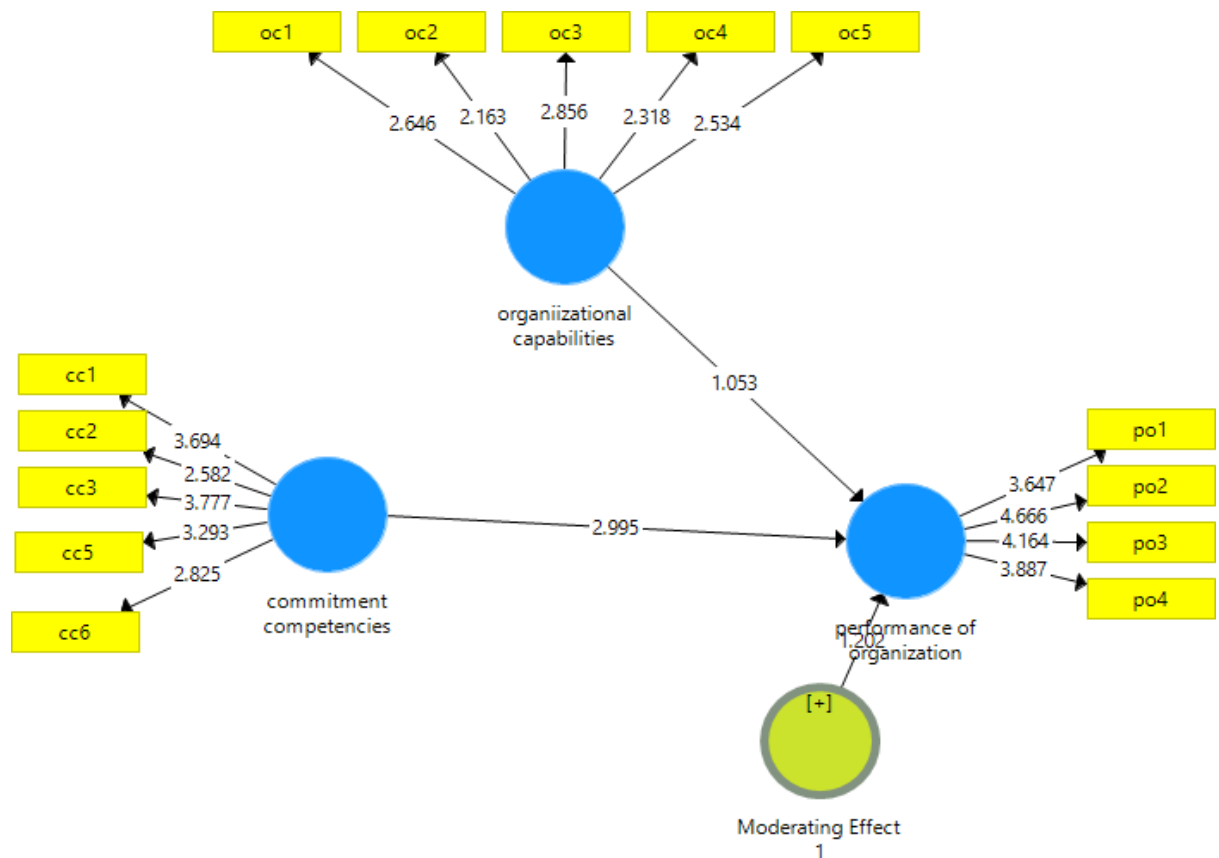
In second step in regression analysis result that one-unit change in environmental knowledge bring the .235\*\*\* unit change in green purchase intention of consumers.

This hypothesis is accepted because  $p < .000$  is positive significant between environmental knowledge and green purchase intention. In second step the other two variables (environmental concern and attitude) are also positive significant relationship with green purchase intention and accepted this hypothesis because  $p < .005$ ,  $p < .000$  accordingly, one-unit change in environmental concern will bring  $.194^{***}$  unit change in green purchase intention and is also one-unit change in attitude will bring  $.271^{***}$  unit change in dependent variable green purchase intention.

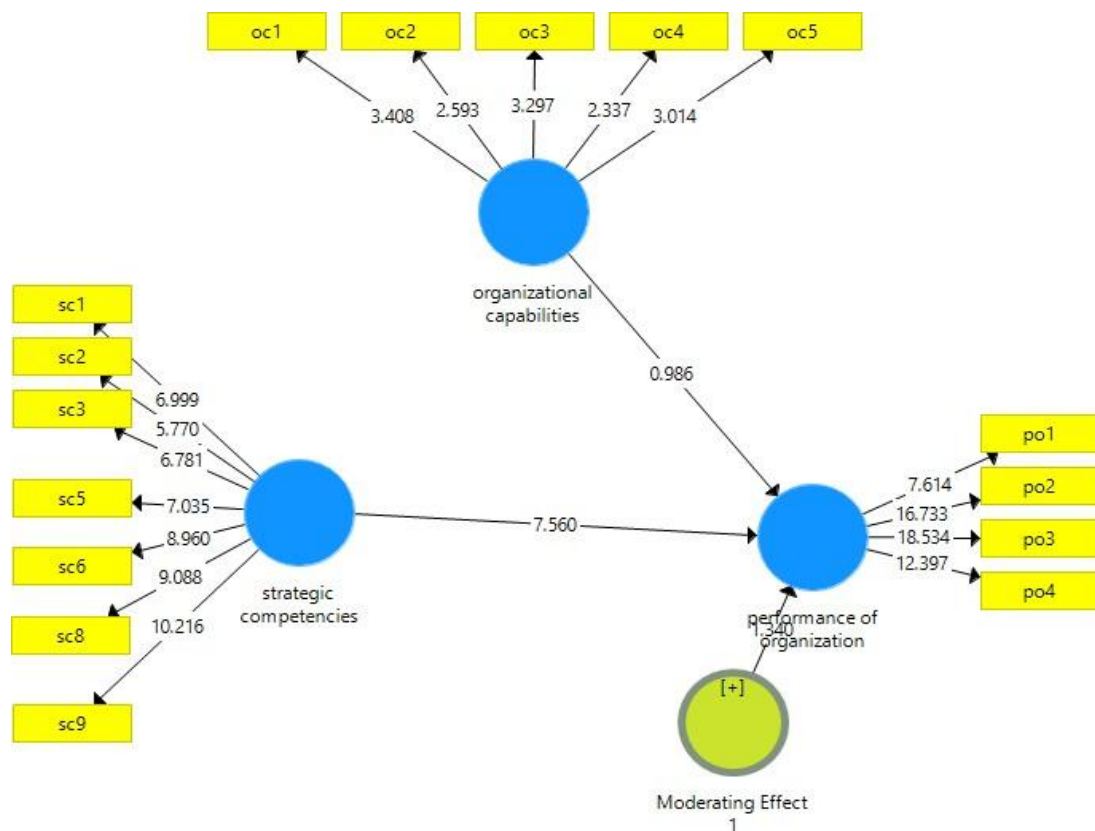
#### 4.4.1 Moderation Analysis:

Following diagrams show the moderation analysis which explained association among the variables.

#### 4.4.2 Moderation Effect of IV 1:



#### 4.4.3 Moderation Effect of IV 2:



	Original	Sample	S. D	T-statistics	P-value
	sample	mean			
Moderating effect	00.000	0.001	0.061	4.007	0.994
Commitment competencies	00.049	0.075	0.057	0.856	0.000
Organizational capabilities	00.179	0.183	0.070	2.576	0.010
Strategic competencies	0.345	0.362	0.055	6.244	0.000

The above table shows the moderation effect of independent variables i.e. commitment competencies, and strategic competencies with dependent variable performance of organization with the moderating role of organizational capabilities.

The results show

that indirect effect of commitment competencies and strategic competencies on performance of organization in the presences of moderator organizational capabilities is not accepted.so here the hypothesis is rejected.

#### 4.5 Accepted / Rejected Hypothesis

**Table No. 4.11 Summary of Hypothesis Acceptance / Rejection**

<b>Hypothesis</b>	<b>Statements</b>	<b>Results</b>
<b>H1</b>	Strategic competencies are positively associated with performance of organization.	<i>Accepted</i>
<b>H2</b>	Commitment competencies is positively associated with performance pf organization.	<i>Accepted</i>
<b>H3</b>	Competitive scope is positively associated with performance of organization.	<i>Accepted</i>
<b>H4</b>	Strategic competencies have a moderating effect of organizational capabilities.	<i>Rejected</i>
<b>H5</b>	Commitment competencies has moderating effect of organizational capabilities.	<i>Rejected</i>

## CHAPTER FIVE

### DISCUSSION CONCLUSION

In this study, I have tried to focus my attention on how performance of organization can be improved by utilizing the strategic competencies of employees and how firm see its competitive scope. Every firm has its internal and external environment which organization must face in every circumstance. If the firm enhances the strategic competencies of employees according to their goals the performance will automatically increase. In every firm owners and managers make strategies and in every environment strategies may different.

Findings of the five hypotheses are formulated in this study, all the hypothesis were tested against the variables i.e. organizational capabilities as moderator among independent variables and dependent variable. In the research three independent variables have been taken i.e. Strategic competencies, commitment competencies, competitive scope while the dependent variable was performance of organization.

1<sup>st</sup> hypothesis was strategic competencies would be positively associated to performance of organization. Results showed that this hypothesis was supported. Previous studies supported this hypothesis (Gabrield kolibacova 2015). Strategic competencies are the basic requirements to do a job. It focuses on some basic needs of business i.e. Focusing on goals, seeking for profit, priority of business, striving for positive results, analytical thinking, supervise and encourages the team. All these competencies are necessary to perform well. This is the reason to accept the hypothesis 1.

2<sup>nd</sup> hypothesis was commitment competencies would be positively correlated with performance of organization. Results showed that this hypothesis was supported.



Previous studies supported this hypothesis (Suhaimi, N.H.B.M, 2018). In Malaysia a study was conducted to examine the moderating effect of supportive environment in a relation to entrepreneurship relationship and to assess the performance of informal business managed by women. Findings of that study shows the positive relationship between commitment competencies and performance of informal micro enterprises.

3<sup>rd</sup> hypothesis was competitive scope would be positively associated to performance of organization. Results showed that there is significant relationship between competitive scope and performance of organization by (Thomas W.Y. Man et.al 2012).

Moderator is not affecting the strategic competencies and commitment competencies due to non-availability of electricity, lack of finances, lack of skilled workers and political instability in Pakistan organizations don't perform well.

## **5.1 Conclusion**

This study investigates the relationship between entrepreneurial attributes and performance of organization. This theoretical structure of organizational competitiveness used by competency approach to investigate the performance of organization. From the previous studies we provided guidelines regarding the choice of operationalization of variable involved (Gascon, Cooper and Morphy 1992, Traitor and Hill 1996).

In short, previous studies showed that there is positive and significant relationship between internal competencies and external competencies on performance of organization. This study conducted used five variables used two are entrepreneurial competencies i.e., strategic competencies and commitment competencies. Strategic and commitment competencies increase the performance of organization will also increase. There is positive effect between them and significantly proved by testing

hypothesis and their relationship is moderated by organizational capabilities. If the organization have the capabilities to build competencies in their employees their performance will increase. But if the organization don't have the capability to increase skills of their employee's performance will get effected.

Third independent variable is competitive scope which is not moderated by organizational capabilities as also confirmed by literature (Thomas w.y.man, Ed Snape) but competitive scope has a role in increasing the performance of organization. Overall the study conducted that the moderator doesn't exist in case of Pakistan. Although Pakistan have sufficient resources but still because of political short inefficiencies and a lot of reasons.

## **5.2 Recommendations:**

1. Further studies on strategic competencies, commitment, competitive scope is examine as taking the operating capabilities moderator and show the relationship between them with the performance of organization.
2. This study makes some important contribution in future.
3. This study explored the relationship among the performance of organization and operating capabilities as moderator so organizational capabilities must be addressed in the form of finances, training, latest equipments and other facilities to employees.
4. Further analysis will open new paths and new strategies and ideas for better outcome.

## **5.3 Limitations:**

1. Limitations are a part of every study that gives the directions to other researchers. Current study also has limitations as we know that we analyzed our data by smart PLS and confirmatory factor analysis deletes the items of scale in 2<sup>nd</sup> level for the reliability of items

## REFERENCES

- Adams, N. E. (2015). Bloom's taxonomy of cognitive learning objectives. *Journal of the Medical Library Association*, 103(3), 152.
- Akgün, A. E., Keskin, H., Byrne, J. C., & Aren, S. (2007). Emotional and learning capability and their impact on product innovativeness and firm performance. *Technovation*, 27(9), 501-513.
- Al-Ansaari, Y., Bederr, H., & Chen, C. (2015). Strategic orientation and business performance: An empirical study in the UAE context. *Management Decision*, 53(10), 2287-2302.
- Ali, I., Rehman, K. U., Ali, S. I., Yousaf, J., & Zia, M. (2010). Corporate social responsibility influences, employee Commitment, and Organizational Performance. *African Journal of Business Management*, Vol. 4(12), pp. 2796-2801.
- and globalization (6th ed.). Versailles, KY: South-Western
- Andre's Barge-Gil, A. M. (2011). The impact of research and technology organizations on firm competitiveness. Measurement and determinants. *J Technol Transf* (2011) 36:61–83.
- Anjum Fayyaz. Jamshed Khan, S. M. (2009). State of entrepreneurship and globalization in Pakistan. *International Journal of Business and Globalisation* · January 2009.
- Anyanwu Hilary Chinedua, S. A. (2016). Competencies of Mobile Telecommunication Network (MTN) Consumers in Nigeria. *IOSR Journal of Humanities And Social Science (IOSR-JHSS)* Volume 21, Issue 11, Ver. 4 (Nov. 2016) PP 61-6.
- Arrigo, E. (2010). Innovation and Market-Driven Management in Fast Fashion Companies. *Emerging Issues in Managemen*.
- Avolio, B.J., W. Zhu, W. Koh, and P. Bhatia. 2004. Transformational leadership and organizational commitment: Mediating role of Psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior* 25, no. 8: 951–68.

- Bakiev, E. (2013). The influence of interpersonal trust and organizational commitment on perceived organizational performance. *Journal of Applied Economics and Business Research*, 3(3), 166-180.
- Beer, M., Eisenstat, R. A., & Foote, N. (2009). *High commitment high performance: How to build a resilient organization for sustained advantage*. John Wiley & Sons
- Behling, D. (1985). Fashion Change and Demographics: A Model. *Clothing and Textiles Research Journal*, 4(1), 18–24.
- Birru, W. T., Runhaar, P., Zaalberg, R., Lans, T., & Mulder, M. (2019). Explaining organizational export performance by single and combined international business competencies. *Journal of Small Business Management*, 57(3), 1172-1192.
- Buckley, P.J., C.L. Pass and K. Prescott. 1988, 'Measures of International Competitiveness: A Critical Survey', *Journal of Marketing Management*. Vol. 4. No. 2, pp. 175-200.
- Chris Hendry, S. W. (2000). *EMPLOYERS SKILL SURVEY Case Study - Telecommunications Sector*. UK: Department for.
- Combs, J.G. and Ketchen, D.J. Jr (1999), "Explaining interfirm cooperation and performance: toward a reconciliation of predictions from the resource-based view and organizational economics", *Strategic Management Journal*, Vol. 20 No. 9, pp. 867-888
- Crick, J. M. (2019). Moderators affecting the relationship between cooperation and company performance. *Journal of Business & Industrial Marketing*, 34(2), 518-531.
- Dodgson, M. (1993). Organizational learning: a review of some literatures. *Organization studies*, 14(3), 375-394.
- Eisenberger, R., P. Fasolo, and V. Davis-LaMastro. 1990. Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology* 75, no. 1: 1–59.

- Emin Babakus, D. W. (1996). Investigating the relationships among sales, management control, sales territory design, salesperson performance, and sales organization effectiveness. *Intern. J. of Research in Marketing* 13 (1996) 345-363.
- Forehand, M. (2010). Bloom's taxonomy. *Emerging perspectives on learning, teaching, and technology*, 41, 47.
- Fre'de'ric Delmara, S. S. (2004). Legitimizing first: Organizing activities and the survival of new ventures. *Journal of Business Venturing* 19 (2004) 385–410.
- Fre'de'ric Delmara, S. S. (2004). Legitimizing first: Organizing activities and the survival of new ventures. *Journal of Business Venturing* 19 (2004) 385–410.
- Gavrea, C., Ilies, L., & Stegorean, R. (2011). Determinants of organizational performance: The case of Romania. *Management & Marketing*, 6(2).
- Gottlieb, G. (2015). Know-How, procedural knowledge, and choking under pressure. *Phenomenology and the Cognitive Sciences*, 14(2), 361-378.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2005). *Strategic management: Competitiveness*
- Hoffmann, W., Lavie, D., Reuer, J.J. and Shiplov, A. (2018), "The interplay of competition and cooperation", *Strategic Management Journal*, Vol. 39 No. 12, pp. 3033-3052.
- Huy, Q. N. (1999). Emotional capability, emotional intelligence, and radical change. *Academy of Management Review*, 24(2), 325-345.
- Ishaq, M. I. (2011). A study on the relationship between service quality and customer satisfaction: An empirical evidence from Pakistan telecommunication industry. *Management Science Letters* 1 (2011) 523–530.
- Jahanzeb, S. (2007). Churn management in the telecom industry of Pakistan: A comparative study of Ufone and Telenor. *Journal of Database Marketing & Customer Strategy Management* (2007) 14, 120–129.
- Jahanzeb, S. (2011). An empirical analysis of customer loyalty in Pakistan's telecommunication industry. *Database Marketing & Customer Strategy Management* Vol. 18, 1, 5–15.

- Jawaria Fatima Ali, I. A. (2010). Determinants of consumer retention in the cellular industry of Pakistan. *African Journal of Business Management* Vol. 4(12), pp. 2402-2408, 18 September 2010.
- Kale, P., & Singh, H. (2007). Building firm capabilities through learning: the role of the alliance learning process in alliance capability and firm- level alliance success. *Strategic Management Journal*, 28(10), 9811000.
- Kanter, R.M. 1983. *The change masters*. New York: Simon & Schuster.
- Kolibáčová, G. (2015). The relationship between competency and performance. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 62(6), 1315-1327.
- Kolibáčová, G. (2015). The relationship between competency and performance. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 62(6), 1315-1327.
- Kozlowski, S. W., & Klein, K. J. (2000). A multilevel approach to theory and research in organizations: Contextual, temporal, and emergent processes.
- Kraimer, M.L., S.E. Seibert, and R.C. Liden. 1999. Psychological empowerment as a multidimensional construct: A test of construct validity. *Educational and Psychological Measurement* 59, no. 1: 127–42
- Linden, R.C., S.J. Wayne, and R.T. Sparrowe. 2000. An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology* 85, no. 3: 407–16.
- Looney, R. (2012). *Entrepreneurship and the Process of Development: A Framework for Applied Expeditionary Economics in Pakistan*. Kauffman Foundation Research.
- M., T. M. (2009). Identifying Factors Playing Important Role in the Increasing Employees Turnover Rate: A Case of Telecom Industry in Pakistan. *Indus Journal of Management & Social Sciences*.

- Mali, M. S. (2013). Performance Appraisal and Employee's Motivation: A Comparative Analysis of the Telecom Industry of Pakistan. *Pakistan Journal of Social Sciences (PJSS)* Vol. 33, No. 1 (2013), pp. 179-189.
- Malik, P. D. (2012). Impact of Brand Image, Service Quality, and price on customer satisfaction in the Pakistan Telecommunication sector. *International Journal of Business and Social Science* Vol. 3 No. 23; December 2012.
- Man, T. W., Lau, T., & Snape, E. (2008). Entrepreneurial competencies and the performance of small and medium enterprises: An investigation through a framework of competitiveness. *Journal of Small Business & Entrepreneurship*, 21(3), 257-276.
- McDougall, B. M. (1997). Challenges for Internationalization Process Theory: The Case of International New Ventures. *Management International Review*, Vol. 37,.
- Muhammad Mansoor, M. A. (2011). The Impact of Job Stress on Employee Job Satisfaction A Study on the Telecommunication Sector of Pakistan. *Journal of Business Studies Quarterly* 2011, Vol. 2, No. 3, pp. 50-56.
- Nelson, R. R., & Winter, S. G. (2009). *An evolutionary theory of economic change*: Harvard University Press.
- performance: Towards methodological best practice. *Journal of Management*, 35, 718–804.
- Peter J. Buckley, C. L. (2010). Measures of international competitiveness: A critical survey. *Journal of Marketing Management*.
- Pinho, C. J., Rodrigues, P. A., & Dibb, S. (2014). The role of corporate culture, market orientation and organizational commitment on organizational performance: the case of non-profit organizations. *Journal of Management Development*, 33(4), 374-398.
- Qiao, J. X., & Wang, W. (2009). Managerial competencies for middle managers: some empirical findings from China. *Journal of European Industrial Training*, 33(1), 69-80.

- R.S.Kanchana, J. a. (2013). Challenges faced by new entrepreneurs. *International Journal for Current Research and Academic Review*.
- Rashid Saeed, R. N. (2013). Factors Influencing Job Satisfaction of Employees in the Telecom Sector of Pakistan. *Middle-East Journal of Scientific Research* 16 (11): 1476-1482, 2013.
- Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational
- Ritala, P. (2012), "Coopetition strategy – when is it successful? Empirical evidence on innovation and market performance", *British Journal of Management*.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2013). *Organizational behavior*: Pearson Education.
- Sajjad, F. (2011). Assessment of Total Quality Management Practices and Organizational Development. (The case of Telecom Services Sector of Pakistan). *Mediterranean Journal of Social Sciences* Vol.2, No.2, May 2011.
- Shahzad Khan, S. A. (2012). Determinants of Customer Satisfaction in the Telecom Industry A Study of Telecom industry Peshawar KPK Pakistan. *Journal of Basic and Applied Scientific Research*.
- Shaker A. Zahra, E. G. (2009). A typology of social entrepreneurs: Motives, search processes, and ethical challenges. *Journal of Business Venturing* 24 (2009) 519–532.
- Singleton, W. T. (2013). *The analysis of social skill* (Vol. 11): Springer Science & Business Media.
- Slaski, M., & Cartwright, S. (2003). Emotional intelligence training and its implications for stress, health and performance. *Stress and health*, 19(4), 233-239.
- Soho Khan Jamali, L. M. (2012). AN EVALUATION OF SMALL AND MEDIUM ENTERPRISES DEVELOPMENT IN PAKISTAN. Department of Economics, University of Sindh, Jamshoro, Sindh, Pakistan.



- Sparrow P., Hodgkinson G. (2006). What Is Strategic Competence and Does It Matter?. Cornell University ILR School Paper Series Center for Advanced Human Resource Studies (CAHRS) [www.ilr.cornell.edu/CAHRS](http://www.ilr.cornell.edu/CAHRS)
- Spreitzer, G.M. 1995. Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal* 38, no. 4: 1442–65.
- Suhaimi, N. H. B. M., Al Mamun, A., Zainol, N. R., & Nawi, N. (2018). The moderating effect of a supportive environment toward the relationship of entrepreneurial competencies and the performance of informal women entrepreneurs in Kelantan, Malaysia. *The Journal of Developing Areas*, 52(1), 251-259.
- Suhaimi, N. H. B. M., Al Mamun, A., Zainol, N. R., & Nawi, N. (2018). The moderating effect of a supportive environment toward the relationship of entrepreneurial competencies and the performance of informal women entrepreneurs in Kelantan, Malaysia. *The Journal of Developing Areas*, 52(1), 251-259.
- Syed Yasir Imtiaz Mahmood A. Khan, M. S. (2015). Telecom sector of Pakistan: Potential, challenges and business opportunities. *Telematics and Informatics* 32 (2015) 254–258.
- Thomas W.Y. Man\*, T. L. (2002). The competitiveness of small and medium enterprises A conceptualization with a focus on entrepreneurial competencies. *Journal of Business Venturing* 17 (2002) 123–142.
- Thomas, K.W., and B.A. Velthouse. 1990. Cognitive elements of empowerment: An interpretive model of intrinsic task motivation. *Academy of Management Review* 15, no. 4: 666–81.
- Wang, X., & Zeng, Y. (2017). Organizational capability model: Toward improving organizational performance. *Journal of Integrated Design and Process Science*, 21(1), 5-24.
- Weldy, T. G. (2009). Learning organization and transfer: strategies for improving performance. *The Learning Organization*, Vol. 16 Iss 1 pp. 58 - 68.
- Wills, S.(2011). "A leadership point of view: key principles", *Strategic Direction*, Vol. 27 Iss: 10, pp.3 - 4

- Yami, S. and Nemeh, A. (2014), "Organizing cooperation for innovation: the case of wireless telecommunication sector in Europe", *Industrial Marketing Management*, Vol. 43 No. 2, pp. 250-260.
- Yang, H. E. (2013). *How do entrepreneurs know what to do? learning and organizing in new ventures*. Springer-Verlag Berlin Heidelberg 2013.
- Zahra, S. A., & George, G. (2002). Absorptive capacity: A review, reconceptualization, and extension. *Academy of Management Review*, 27(2), 185-203.
- Zollo, M., & Winter, S. G. (2002). Deliberate learning and the evolution of dynamic capabilities. *Organization Science*, 13(3), 339-351.