

## **IMPACT OF CORE COMPETENCY ON ORGANIZATIONAL PERFORMANCE**

Ernest Ofori Asamoah, Kwame Nkrumah university of Science and Technology, Institute of Distance Learning, Kumasi, UPO, Ghana

Emmanuel Danso Bofo, Union Capital Ltd, P.O. Box 5569, Accra, Ghana

### **ABSTRACT**

The core objective of this study was to examine how core competency promotes organizational performance, a study of Chase Petroleum in Ghana. The respondent were purposively selected based on their schedule and position in the Company. constituted. Primary data was used for the study. Both primary and secondary data source was used .The primary data collection tool was structured questionnaire structured to reflect the study's objectives and questions. Quantitative approach was used in analyzing the data using Statistical Package for the Social Science (SPSS version 20.0). Regression analysis was used to examine the relationship between the variables of the study. The findings of the study revealed that core competency is not significantly related to organizational growth . Hence, the result indicated that core competency does not have any significant influence on organizations performance. The study deduced that, Chase Petroleum Ghana promotes operational systems, improved infrastructure, skilled labour as well as low cost production at the expense of customer relations as its core competencies.

The managers of Chase petroleum Ghana Limited would have to make plain their strategies and goals in achieving the objectives of the company. This should be done with the employees of the company, since this is likely to make the staff own the goals and connect deeply with it. Future scholars may explore national and industry level analysis since that may provide a thorough outlook on the subject matter.

**Key words:** Core Competency, Organizational Performance, Organisational Growth

### **1.0 INTRODUCTION**

Core competency in recent times is viewed as a prominent area of a mutual knowledge acquisition in organizations; it is also regarded as a process by which information is imparted, streams of technologies are harmonized and the involvement of personnel from all units (different sources of reading). This tends to indicate that businesses are strategically looking for ways in attaining sustainable competitive advantage (Agha et al, 2012). In this regard firms need to rely more on their core competencies. Basically, this tends to indicate that, it is of greater importance for a firm's strategy to move in competing in core competencies strategy rather than competing for product or service leadership.

Top management of organizations formulation of its strategy, need to consider core competencies as a major factor in attaining profitability (Jamhour 2012). Organizations benefit

greatly by becoming immune to competition when the skills of personnel are identified and developed efficiently. In spite of this, a company, which intends changing its core strategy faces difficulties concerning the business process that remains as its core. It is therefore relevant for management to peep inside the organization to utilize its available resources in creating an edge over its competitors. Understanding core competency by top management level will enable the organization to enjoy competitive advantage which will result in attaining higher organizational performance.

## **2.0 REVIEW OF RELATED LITERATURE**

### **Competitive Advantage**

A firm establishes competitive advantage by effectively utilizing its resources and capabilities considered to be superior to its competitors (Agha et al, 2012). Competitive advantage is considered as a key theory in strategic management field (Baaij et al., 2004), as it helps explain the reasons for varying performances by firms (Ceccagnoli, 2009). A firm is said to enjoy superior performance over its rivals due to competitive advantage (Durand and Vaara, 2009; Barney, 1997). For competitive advantage to deliver superior performance, the time period is of importance as it determines how long the firm sustains its advantage. A firm enjoys sustainable competitive advantage if its competitors are unable to duplicate the firm's value creating strategies (Barney, 1991). Agha et al (2012) also indicated that for a firm to enjoy sustainable competitive advantage, it depends on durability; transferability and replicability.

The theory of competitive advantage has been historically defined and classified by numerous scholars over the years in strategic literatures. The first to have defined competitive advantage was Ansoff (1965); to which he defined competitive advantage in terms of isolated determinants or its sources (Powell, 2002; Wiggins and Ruefli, 2002) that gives a firm strong urge over its rivals. Porter (1985) also defined competitive advantage in terms of cost leadership and differentiation as well as performance (Thomas, 1986; Schoemaker, 1990; Ghemawat, 1991; Winter, 1995; Grant, 1998; Besanko et al., 2002; Foss and Knudsen, 2003; Grahovac and Miller, 2009). The criticism of comparative advantage is what competitive advantage addresses.

A firm's competitive advantage is significant if it is in relation to an aspect or valued by the customers or market. The firm's products or services should be perceived by customers as having important value attributes which its competitor's lack. The product or service quality, price and after sale service are few examples of value attributes to distinguish firms. Javidan (1998) points out that such attributes vary with industries and markets segments. A firm's resources alone is mostly not sufficient to achieve competitive advantage (Gupta et al. (2009). Thus, Agha et al (2012) points out that competitive advantage is achieved through the utilization of a firm's resources and capabilities. Clulow et al. (2003) also pointed out a firm's competitive advantage is strengthened when it is executing a value creating strategy which is not being implemented by competitors. Passemard and Calantone (2000) also indicated that a firm's successful enacted strategies will deliver superior performance by making it possible for it to enjoy competitive advantage to surpass its competitors. For a firm to gain competitive advantage,

Rijamampianina (2003) indicated that the firm's strategy manipulates the resources it has control and the resources are poised to deliver competitive advantage. Superiority in production resources and performance indicates competitive advantage (Lau, 2002). Researchers over the period have focused on flexibility and responsiveness (Macmillan and Tampo, 2000; Slack et al., 1998; Krajewski & Ritzman, 1996; Certo and Peter, 1995) as the two dimensions of competitive advantage.

For the purpose of this study, the researcher focuses on the two aspect of competitive advantage being flexibility and responsiveness. Carlos et al (2010) indicated that responsiveness is how quickly client's demands are met; whilst flexibility is considered as the intention and capabilities of a firm in generating firm specific in arranging and re-arrangement in delivering superior client value (Johnson et al., 2003).

### **Organizational Performance**

Performance has been reoccurring in the branches of marketing, management of which strategic management is inclusive over the years. The subject of performance interests both scholars and practicing managers. Therefore, it is wildly agreed that organizational performance is considered as one of the most important theme in management research and also in companies.

Armstrong (2006) defined performance as an ongoing and workable process involving managers and their subordinates who act as partners working together within a structure in order to achieve required results. Wheelen and Hunger (2010) also pointed out that strategic management practice is justified if the organizations performance is improved. Thus, performance is said to be the end result of a task which includes the actual outcome of the process of strategic management.

Organizational performance is mostly measured by comparing the expected output against the actual goal or objective or output. Organizational performance is viewed from three areas of the firm's out turn as: 1) the firm's financial performance; 2) performance of the market product; 3) shareholders of the firm returns (Richard et al., 2009)

Researchers have focused on many dimensions of organizational performance. According to Thang et al (2008), organizational performance outcome is accessed through financial variables and non-financial outcome variables. Organizational performance is measured in the context of sales growth, profitability and market share (Nkokah, 2008; O'Sullivan et al., 2007). Many scholars have encompassed the outcome or dimensions of organizational performance (Acquah, 2007; Morgan and Strong, 2003; Allen and Helms, 2002)

In measuring organizational performance, this study will focus on growth as the key dimension.

### **Relationships between core competence, competitive advantage and organizational performance**

Enginoglu and Arikan (2016) looked at the major core competence approaches in various literature. Following their outline, it was indicated that core competencies was at the heart of an

organizational competitiveness. Part of the findings also pointed to the fact that organizations and leaders or managers will benefit the most in highly competitive corporate surroundings by having a well-constructed understanding of their core competence (being what the organization does best).

According to Ljungquist (2013) on *“Adding dynamics to core competence concept applications”*. Ljungquist (2013) examined the practical application as the original core competence concept was refined to better fit dynamic environments. As part of the findings, today’s dynamic business surroundings makes it difficult for the original core competence concept to be useful to managers. Ljungquist (2013) therefore concluded that core competence might be more effective in the following three ways: “balancing itself with the external environment and including external activities and processes; reducing path-dependency influences; and carefully “orchestrating” resources, by guidance rather than control, to release the inherent potential of project teams”.

Xie et al (2014) considered core competence of the top 225 leading international engineering constructors for a long period of time in relation to their operating performance. The findings did indicate two methods in determining core competences of the leading engineering constructors. The first being that core competence could be identified through examining the market performance of the organizations core business, products and services. Secondly, according to the firms’ resources and abilities in determining general and core competences.

In the context of private banks in Iraqi, Jabbouri et al (2014) discussed core competencies role on organizational performance. The study focused on 10 private banks with 200 managers. The findings of the research by Jabbouri et al (2014) based on administered questionnaires and statistical analyses indicated a significant correlation existed with core competences and organizational performances in private banks in Iraqi. As a result Jabbouri et al (2014) recommended the need for management of banks to consistently develop the core competences of employees as a means of enhancing organizational performance in Iraqi private banks.

Teeratsirikool et al (2013) studied the role performance measurement plays on competitive strategies and organizational performance of listed companies in Thai. The findings indicated that a companies’ competitive strategies positively and significantly augmented performance. Using financial measures also pointed to the fact that organizations’ differentiation strategy not only had a direct and significant impact on firms’ performance but also an indirect and significant impact. Meanwhile cost leadership strategies by the firms had no direct effect on performance but significantly inversely had an impact on financial performance measures.

The impact of competitive intelligence practices on firm performance, a case study of India in relation to the emerging market was considered by Adidam et al (2012). The findings of their work showed that better financial performance of organizations are achieved through higher competitive intelligence undertakings. The results also recommended the need for sophisticated competitive intelligences techniques to be used as the current level of competitive intelligence

was at its moderate level. Andreeva and Kianto (2012) indicated that there is a gap between knowledge management activities and company's outturns. Thus, in bridging the gap, Andreeva and Kianto (2012) investigated the bond that exists between knowledge management application, competitiveness of a firm and the performance. Using a sample size of 234 organizations and based on the structural equation model, the authors concluded that the use of technology and human resource practices are strongly related; and this has a noteworthy impact on a firm's competitiveness and financial performance. This also points to the fact that aside human resource practices, the right and improved technology also significantly impacts on a company's financial performances. This aligns with Kor et al (2007) and Kor (2003) assertion that work experience, managerial experience and team sharing experience (industry-specific) add-on to building the competence of managers as they are able to perceive and grab opportunities in growing the company.

Solvell (2015) examined the competitive advantage of nation's project undertaken by Porter (1990) and how this has opened up new views on nation's competitiveness and organizations. Porter's Competitive Advantage of Nations in 1990 opened –up to a new model called the Diamond model relating to microeconomic drivers of long-term competitiveness of firms. This became possible after questioning the existing, traditional and macroeconomic views on nations or firms competitiveness. The Diamond model pointed out the benefits of having a healthy competition and active in organization's environment being pivotal to one's understanding building and sustaining global competitive advantage. The findings of Solvell (2015) proposed a conceptualization of a firm's competitiveness and innovations as well as the attractiveness of a nation or region.

Meanwhile, Sigalas (2015) sought to investigate through empirical means, managers' of organizations perception of competitive advantage concept. A cross-sectional, self-administration and email study means was used to ascertain the awareness of managers' in relation to competitive advantage concepts. Through the use of quantitative and qualitative analysis of data, Sigalas (2015) concluded that managers involved in their company's strategic process, were seen to confuse competitive advantage model with sources of competitive advantage sources, more especially with resource-based concept.

### **3.0 METHODOLOGY**

A survey instrument being questionnaires was designed and administered to the respondents, that is, employees of Chase Petroleum Ghana Limited. Data was collected from the respondents on the dimensions of core competence being Share Vision, Cooperation and Empowerment; the variables of Flexibility and Responsiveness related to Competitive Advantage; and on Organizational performance, considered key dimensions such as Growth and Profitability. Both primary and secondary sources of information were considered for the analysis. The administration of questionnaires to respondents constituted the primary source of data collection. The primary source of data comprised of both open-ended and closed-ended questions. This provided a rich data resource among the respondents especially at the managerial level.

Secondary data source used included but not limited to magazines, reports, internet sources on core competence, competitive advantage and organizational performance.

### **Population of the study**

The respondents of the research constituted managers and employees of Chase Petroleum Ghana Limited. The participants are involved in the company's strategic decisions, choices and implementation. Chase Petroleum Ghana Limited was chosen for this study out of the thirty seven (37) bulk oil distributors (National Petroleum Authority, Bulk Distribution Companies Performance statistics as October 2016) as a result of the uniqueness it offers from economic standpoint, in terms of being among the veterans and leading distribution companies of petroleum products. The operations of bulk oil distribution companies are suggested to be capital intensive and mostly competitive, the researcher assessed the drivers that has sustained Chase Petroleum Ghana Limited operations since 2005; despite the consistent growth of the sector by over 900 percent from three (3) companies in operation in 2009 to about thirty one (31) companies in 2015 ([www.npa.gov.gh](http://www.npa.gov.gh)). The above reasons accounted for the interest by the researcher in considering the extent to which managers and employees of Chase Petroleum Ghana Limited drive the company's competitiveness and performance in delivering customer value in relation to its core competences.

### **Data Sample and Sampling method**

A total of thirty-one (31) questionnaires were distributed to management and staff of Chase Petroleum Ghana Limited as the indicated population. This consisted of twenty-five (25) questionnaires to staff and five (5) questionnaires to management of the company. After the distribution of the questionnaires, a total of nineteen (19) answered questionnaires were retrieved, of which no invalidity was recorded. Of the nineteen (19) answered questionnaires, three (3) consisted of management and the rest of the sixteen was received from the staff of the company.

The respondents of the questionnaires comprised of both male and female of the company who are involved in the strategic decisions, choices and implementations of the company. The sample of the study and respondents consisted of only permanent employees of the company, thus, temporary and auxiliary staffs were excluded. No response was received from the company's Administration department as Table 1 below highlights respondents from the various departments of the company.

Of the varying sampling methods, the researcher used stratified sampling in drawing respondents for this study. The stratified sampling enabled the researcher to divide the population into sub-populations. The division was undertaken based on the study's socio-demographic information. The stratified sampling method helped to recruit respondents from the already existing groups/departments needed to provide the expert information. Consequently, not every employee had a known chance of selected inclusion for the study.

**Table1 Summary of sample of departments**

	Finance	Operations	Commercial	Total
Management	5	7	4	16
Non Managerial	1	1	1	3
Total	6	8	5	19

Source: *Field Data, 2016*

### Data Sources

The sources of data used for this case study consisted of both primary and secondary sources. The primary data source was in the form of designed questionnaires and structured interviews, reflecting the study's objectives and questions. The designed questionnaires were both open-ended and closed-ended. Meanwhile, the secondary data source comprised of journals, magazines and other reports on core competencies, competitive advantage and performance. Also, other secondary data sources such as books and internet searches was used in reviewing relevant literature in assembling information related to the subject matter.

### Data Collection and Study Tools

The data collection procedure adopted by the researcher started with a letter of introduction to Chase Petroleum Ghana Limited – seeking permission for the study and its intended purpose. When permission was granted, a well-designed questionnaires and structured interview questions was developed by the researcher as a means to ascertain the population's opinion on the subject matter. The questionnaires were further sent to the management of Chase Petroleum Ghana Limited for review and acceptance. Following this, the researcher briefed the population, that is, the employees of Chase Petroleum Ghana Limited of the purpose of the research before giving out the questionnaires with no deception made. In ensuring high sense of confidentiality and anonymity, the researcher managed data in aggregates not in units, as a means of protecting the identity of respondents. This ensured respondents remained sincere and objective as possible. The researcher handed the questionnaire to respondents in a sealed envelope to be filled at their convenience and returned to the Head of Business Development of the company. The collection period for the data lasted for a period of three weeks.

In relation to the tools used for the study, the researcher adopted both questionnaires and structured interviews. The questionnaires used for the study were both open-ended and closed-ended. Both staff and management of Chase Petroleum Ghana Limited filled the questionnaires upon administration. Meanwhile, the interview was undertaken with only management of the company.

The questionnaires and structured interviews for the study were formulated based on a thorough review of existing literature involving core competences, competitive advantage and organizational performance. The questionnaire was divided into sections. The first section consisted of the socio-demographic information. And this was collected with closed-ended questions. The second section pertaining to core competence, had three dimensions or features. The first was on shared vision, with cooperation being the second dimension and empowerment as the third dimension. The researcher adopted King and Zeithaml (2001) multidimensional core competence measurement scale in this regard. The last two sections were measured on a five-point Likert-scale format just like that of the core competence. The first being strongly agree; agree as the second; neutral the third; disagree as fourth; and strongly disagree being the last.

In measuring the organizational growth of the company, the researcher developed a different set of questionnaires for the managers of the company. This consisted of both open-ended and closed-ended questions. Organizational performance in terms of organizational growth was assessed based on Moore and Fairhurst (2003) suggestion. A five-point Likert-type of scale was used, ranging from: the first being, much more than competitors; more than competitors as the second; similar to competitors as the third; less than competitors as fourth; and much less than competitors being the last.

### **Data Analyses**

For the purpose of this case study, the researcher used both quantitative and qualitative approaches were used in analyzing the data. Data were assessed using the Statistical Product and Service Solutions Software (SPSS version 20.0). This was done using the content analysis where the central themes of data were pooled. With the help of SPSS Version 20.0, the study's hypothesis were tested and accepted at 0.01 significance level. The researcher analyzed the data firstly by the use of descriptive statistics analysis in getting the mean and standard deviations relating to the study's variables of core competency, and organizational performance as well as their respective dimensions. The next stage involved the use of linear regression analysis tests to understand the cause and effect relationships among the variables.

The study variables of core competence with its three dimensions of shared vision, cooperation and empowerment and performance with the dimensions of growth and profitability – were all assessed as composite variables. The hypothesis of the study was tested by the researcher by the use of linear regression. The hypothesis stated that core competency have a significant positive effect on organizations performance. Since this sought to examine the relationship between the composite independent variable (core competencies) and the dependent variable (competitive advantage), the most appropriate statistical test for the analysis is the standard linear regression.

### **4.0 RESULTS**

The objective of this study was to explore how Chase Petroleum Ghana Limited core competences promote its organizational growth. The multiple regression analysis conducted as shown in Table (2) shows that core competency is not significantly related to organizational



growth of Chase Petroleum Ghana Limited ( $B = -.381, p > 0.01$ ). Per Table (2), the regression model did not achieve high degree of it, as shown by  $R^2$  of 0.019 ( $F = 0.321, p > 0.01$ ). Further analysis conducted for all dimensions of core competency were also not significantly related to organizational growth. Thus, the result indicates that core competency does not have any significant influence on organizations performance; hence the hypothesis stating that the core competency would have a significant positive influence on organizations performance was not supported.

In examination of the connection between strategy-linked outsourcing goals and measures of outsourcing performance, Brewer et al (2013) suggested that compared to their high commitment counterparts, firms that do not commit to growth and cost strategies tend to achieve cost-related performance at lower levels. This supported the outcome of the results of the study. Brewer et al (2013) analysis was based on the examination of strategies of growth, cost and differentiation in terms of their relationship with goal achievement and cost performance measures. The regression analysis and ANOVA applied to data from 165 purchasing executives indicates a positive relationship between goal intensity for a single strategy and achievement of goals related to that strategy. Based on this, Brewer et al (2013) further emphasized that firms pursuing a single or dominant strategy achieve lower levels of cost saving performance, compared to their counterparts pursuing a “balanced” approach that accentuates the need for two or three different strategies in roughly equal measure.

However, the results of the study does not support Agha et al (2012) examination of effect of core competence on competitive advantage and performance in the Paint Industry in United Arab Emirates. The findings of Agha et al (2012) revealed that core competence had a direct relationship with organizational performance in the Paint Industry. The findings supported the postulation of core competence having a positive effect on organizational performance. The results of Agha et al (2012) were consistent with that of Calantone et al (2002) findings on the same dimensions. Since the results concluded with in order to increase organizational performance effectively, there is the need to for organizations to manage and develop their competence. This provides an opportunity for Chase Petroleum Ghana to harness its core competences efficiently and effectively so as to provide additional customer value and stronger differentiation of products to ensure the company secures a better market share in this competitive sector of petroleum distribution.

The study’s result also varies with Andreeva and Kianto (2012) who investigated the relationship between knowledge management practices, firm competitiveness and economic performance. Findings from the structural equation modelling revealed that HRM and ICT practices for managing knowledge are quite strongly correlated and have a statistically significant influence on both competitiveness and financial performance of the firm. Equating the core competencies of Chase Petroleum Ghana Limited to the knowledge management practice of Andreeva and Kianto (2012), one may speculate that the firm is not making maximum utilization of its core and central resources (employees) hence the need to empower and tie the skills, capabilities,

information flow and cooperation to performance goals of the organization.

Moreover the results also contrast with Chen and Chang (2011) examination of core competence from a strategic human resource management view. Their findings pointed out that core competence pursued by strategic management and human resource management leads to the benefits of competitive advantage and job performance. Firms achieve organizational growth when they effectively utilize their capable resources. Relating to Chase Petroleum Ghana Limited, their ability to uniquely deploy their core competence as resources will inure to creating barriers for imitators, thus leading to organizational growth and competitive advantage in the market. Also the employees of Chase Petroleum Ghana can execute their tasks efficiently by learning core competence copied from superior performers as indicated by Chen and Chang (2011), thus, ensuring the positioning the company to superior growth in market.

The study's result is also inconsistent with Adidam et al (2012) who investigated the impact of competitive intelligence practices on organizational performance in India in the context of emerging market. The findings of Adidam et al (2012) revealed that firms that exhibit higher levels of competitive intelligence activities indeed achieve better financial performance results; and the current level of competitive intelligence activities in Indian firms is at a moderate level, thereby suggesting an opportunity for using and implementing more sophisticated competitive intelligence techniques. In essence, the results provide opportunity for Chase Petroleum Ghana Limited to adopt much improved and better competencies in executing their operational activities. Indeed, to withstand the very competitive and highly regulated oil marketing industry and to improve their performance, there is the need to adopt a more pragmatic and highly result oriented competencies in order to improve and cash in on the ever capital-intensive petroleum distribution sector.

The work experience consisting of managerial experience and experience gained from team sharing contributes to the competence building of top management teams, especially for their capability in perceiving and seizing opportunities for growth (Kor et al 2007). Managers of Chase Petroleum agreed with the assertion that there is a linkage with the company's core competence and organizational growth through an interview. The managers admitted that the company's human resources, advanced technology and low cost operation being the dimensions ensuring Chase Petroleum Ghana remain competitive and ensuring growth. Some of the managers interviewed stated that:

*“The company's core competency enables the organization to performance; and performance is linked with competency”*

*“The core competence of the organization leads to improvement in performance and growth”*

These do not conform to the study based on the regression analysis conducted which pointed out

the core competence of Chase Petroleum Ghana Limited is not significantly related to its organizational growth. Thus, the findings contrast with Sadia (2011) who examined the relationship between the firms' competencies and their performance. In many and diverse organizations including pharmaceutical, automobile manufacturers, electronics, brewing, computers, Sadia revealed that not only is there a significant association among the distinctive features and the performance of the organization but there is an enormous support for the importance of competency as a base of advantage in enhancing firm yield. Whilst agreeing with Sadia (2011), the present study accordingly advocates for management to harmonize on competencies if the organization wants to attain superior performance since Sadia (2011) opined that there is a significant connection between competitive advantage and the sales assessment of organizations.

In describing the core competency of Chase petroleum Ghana Limited, managers of the company rated Advanced Technology as the highest or leading competency of the company, followed by modern infrastructure. Low cost of production, the skilled human resources and efficient operational system are also considered key competences of Chase Petroleum Ghana Limited, which also contributes significantly to the company's growth in the industry. Furthermore, when asked to describe the key organizational growth drivers of Chase Petroleum Ghana, all the managers rated both *corporate strategy* and *business processes, people (employees)* as the highest whilst *organizations structure* and *organizations culture* were considered as the lowest. In practice, the study deduced that, Chase Petroleum Ghana promotes operational systems, improved infrastructure, skilled labour as well as low cost production at the expense of customer relations as its core competencies. To the firm, organizations structure and organizations culture do not receive much attention leading to the growth of the organization. These findings partly affirms the results of Henderso and Cockburn (1994) who suggested that the focus on combinative capabilities as a source of resilient gain could not only offer worthwhile information into the cradles of enduring differences in firm performance but essentially the ability to organize knowledge both across the disciplines and boundaries of the firm and product areas within the firm is a central foundation of strategic advantage.

**Table 2: Summary of regression analysis of core competency on organizational growth**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.158	1.429		.810	.429
Core Competency	-.381	.673	-.136	-.567	.578

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Model Statistics

$$F = .321$$

$$R^2 = .019$$

$$\text{Adjusted } R^2 = -.039$$

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Dependent Variable: Organizational growth

The regression analysis indicated in Table (2) shows that core competency is not significantly related to organizational growth of Chase Petroleum Ghana Limited ( $B = -.381, p > 0.01$ ). This is the reason why only approximately 1.9% of the variation in the company's core competency is explained by organizational growth. The result indicates that core competency is not significantly related to organizational growth. Thus, core competency does not have any significant influence on organizational growth. The hypothesis stating that the core competency will significantly have direct impact on organizational growth is not supported.

- Based on the findings, it is recommended that, the managers of Chase Petroleum Ghana Limited would have to make plain their strategies and goals in achieving the objectives of the company. This should be done with the employees of the company, since this is likely to make the staff own the goals and connect deeply with it.
- To improve productive involvement, it is suggested for managers of Chase Petroleum Ghana Limited to improve the company's cooperation and team work through reduction of departmentalization.
- Managers of Chase Petroleum Ghana Limited should have in place a plan to develop and improve the competency of employees. Also employees should be reward with career progression. Since training of staff, development and career progression are critical in ensuring competitive advantage and growth.
- For policy makers and regulators, there is the need to ensure an enabling environment that supports healthy competitions in relation to bulk oil distributors to ensure growth. There should be much improved institutional framework that guides the entire process of the deregulation policy in order to ensure equity and fairness in the industry.
- Future scholars may explore national and industry level analysis since that may provide a thorough outlook on the subject matter. Potential scholars may also use other performance indicators including return on assets, return on equity, operating income, efficiency and productivity, etc., so as to have a much more understanding of how such core competencies and strategic choices of a firm influence organisational performance.

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