Core Competence on Organizational Performance in the Nigerian Banking Industry

BELLO Adams PhD[1] , ODIWO, Williams Omokudu PhD[2], NWAOLIGBO Chinwendu Victoria[3], IYOHA, Agbonrha-Oghoye Imas PhD[4], ACHEKUOGENE, Saliu Nihad PhD[5]

[1]*Department of Business Administration, Faculty of management sciences, University of Delta Agbor Delta State, Nigeria. bello.adams@unidel.edu.ng +234(0)8102933097*
[2]*Department of Business Administration, Faculty of Management and Social Sciences, Edo State University Uzairue, Nigeria, odiwo.williams@edouniversity.edu.ng +234(0)8075635789 Orchid ID https://orcid.org/0000-0003-0621-1549*
[3]*Department of Accountancy, Faculty of Business Administration, University of Nigeria, Enugu Campus, victoria.nwaoligbo@gmai..com +234(0)8038284744*
[4]*Department of Accounting, Faculty of Management and Social Sciences Edo State University Uzairue, Nigeria, iyoha.agbonrha@edouniversity.edu.ng +234(0)7033226552 Orchid ID https://orcid.org/0000-0002-1759-1279*
[5]*Department of Mechanical Engineering, Edo State University Uzairue, Nigeria*

achekuogene.nihad@edouniversity.edu.ng +234(0)8038970595
Conceptualization-B.A and O.W.O; Methodology-B.A, O.W.O; Writing-B.A and
O.W.O; Investigation-
B.A, and O.W.O; Resources- B.A; O.W.O; N.C.V; A.S.N and I.A.I, N.C.V;
A.S.N and I.A.I Supervision-
B.A, and O.W.O

Abstract

The study looks at how organisational performance and core competency relate to one another in the Nigerian banking sector. Companies are always looking for ways to boost their long-term financial success. Organisations must put more effort into developing their core skills if they want to increase their value, variety, and extensibility; otherwise, their performance may suffer. The research approach is cross-sectional, and the sample size is 185 workers, chosen using Taro Yamani's technique from a population of 995 employees from 16 deposit money institutions in Nigeria. The Resource Base View (RBV) paradigm was used to regress organisational performance on fundamental competency indicators including learning, empowerment, collaboration, shared vision, and creativity. The research tool for the study is a questionnaire, and its reliability among thirty participants was assessed using the Cronbach's Alpha (CA) index after three weeks of administration. With a reliability value of 0.865, the CA index outperformed the benchmark of 0.7, demonstrating the trustworthiness of the research tool. General managers, marketing managers, heads of operations, cash officers, and other staff members from the chosen banks were employing random sampling to get 255 copies of a questionnaire. With the use of STATA 13, the regression estimation approach was used to analyse the data. The research performed a number of post-diagnostic tests, including serial correlation, normalcy, Ramsey reset, and heteroscedasticity. The results show a strong positive correlation between the organisational success of Nigerian deposit money banks and shared vision, collaboration, empowerment, innovation, and learning. This suggests that some deposit money institutions in Nigeria perform much better when their core skills are strong.

Keywords: *Shared vision, cooperation, empowerment, Innovation, Learning, Nigerian Bank Industry*

JEL classification M48, L260, M13

Declaration of conflicting interests: The Authors declare that there is no conflict of interest.

Introduction

Every business move must incorporate strategic management. It is the responsibility of a manager to foresee future developments, develop objectives and plans, and then gather the necessary funds, personnel, and resources to carry them out (Clardy, 2008). Competition in business is carried out by vying for customers' attention for products and services rather than via physical combat. The effectiveness with which a business uses its advantages determines its level of competitiveness. The capacity of a business to effectively finish a task associated with its industry is one of its most important assets. For example, the internal activity that guarantees a firm surpasses its competitors in the market is its core competency. A company has a significant competitive edge when it can preserve and expand its core competencies to cater to its narrow target market (Ogbor & Olannye, 2016).

In the corporate sector, the idea of core competency has become more and more popular. However, the term's primary meaning remains unchanged due to its usage in a wide variety of contexts (Lahti, 1999). Within the Strategic Management (S.M.) discipline, organisational skills are considered a core competency. At first, it was challenging to define what a critical talent was. The notion that generic ability results in firm-specific competitive advantage, however, nevertheless holds true in practice. When considering core skills from the standpoints of Strategic Management (S.M.) and Human Resource Management (HRM), for example, different viewpoints emerge. In the context of work families, Clardy (2008) questioned the validity of established approaches for competency evaluation when examining an organization's overall success from previous operations. It is believed that general competence accounts for less than half of managers' success (Hamlin, 1990).

Businesses become less distinctive when they use general human traits that other organisations may use (Clardy, 2008). Without a doubt, we view a company's main assets as a special combination of skills it cultivates in vital areas such as improved quality, customer service, modernisation, team building, flexibility, and responsiveness in the development and manufacturing of products. The term "core competency" describes unique skills and dynamic abilities and has been the focus of much scholarly research throughout the years (Selznick

1957; Andrews 1971; Barney 1999; Dierickx Cool & Henry 1989; Itami & Numagami 1992; Teece., 2007). Prahalad and Hamel (1994) assert that a company's ability to internally coordinate a variety of technologies and talents in order to maximise value is a crucial skill. According to Hamel and Prahalad (1994), core competency includes the skills and resources that enable a business to give clients a competitive edge. The concept of core skills has received a lot of attention lately. An organization's ability to stay ahead in the fiercely competitive business environment of today is critical to its long-term success. Companies are always looking for ways to boost their long-term financial success. They must put in more effort to hone their fundamental skills if they want to increase their value, diversity, and extensibility (Hamel & Prahalad, 1994). Consequently, it is essential to focus on the factors that will contribute to a strategy's financial success while developing it. One well-known strategic management tool and concept is the idea of core competences (Ljungquist, 2007). The term "core competency" is becoming used to refer to the whole amount of information that the business has acquired. It describes an information-sharing approach that incorporates input from employees in the firm's many divisions and a variety of technological streams.

Objective of the study

The following objectives were examine in the work:

1. examine the association between shared vision and organizational performance of deposit money banks in Nigeria;
2. assess the extent of the relationship between cooperative and organizational performance of deposit money banks in Nigeria;
3. examine the relationship between empowerment and organizational performance of deposit money banks in Nigeria;
4. ascertain the relationship between innovation and organizational performance of deposit money banks in Nigeria; and
5. Investigates the relationship between learning and organizational performance of deposit money banks in Nigeria.

Research Questions

1. What is the relationship between shared vision and organizational performance of deposit money banks in Nigeria?
2. To what extent is the relationship between cooperative and organizational performance of deposit money banks in Nigeria?
3. What is the relationship between empowerment and organizational performance of deposit money banks in Nigeria?
4. What is the relationship between innovation and organizational performance of deposit money banks in Nigeria?
5. What is the relationship between learning and organizational performance of deposit money banks in Nigeria

Deposit money banks in Nigeria are proof that cooperation and a shared goal improve business performance. The structure of the paper is as follows: The literature review covers the pertinent literature. Research methodology assesses the techniques used to carry out empirical studies on the core competencies and organisational performance of the banking sector. The study's results are reported in the result thereafter, discussion of findings examines the research, and conclusion was used to ends the examination with recommendations.

Literature Review

Organisations may experience enhanced productivity, enhanced quality, innovation, and a competitive edge as a result of their specialised knowledge (Ogbor&Olannye, 2016). When a company possesses specialised knowledge, it may differentiate its products or services from those of its competitors, lowering the cost of competition. As a result, companies with superior capabilities may outperform their competitors and generate profit margins that are higher than the industry average. The resources, expertise, and core competencies of a business determine its distinct competitive edge. As said before, the fifth degree of our system is competency distinction. It is a company's fundamental strengths, not its exterior competences, that determine its competitiveness and profitability. Depending on how well it compares to the core competencies of its competitors, a company's core competency may or may not be a unique talent (Nwokah, 2008; Seddighi& Matthew, 2020). The resources and tools a business uses to compete with or surpass its rivals are what make it stand out from the competition.

An organisation is considered to have a shared vision when its priorities, aims, objectives, policies, and expectations are all in alignment (Santos-Vijande et al., 2005). It is necessary to guarantee and encourage learning in the same course. Companies that share a vision are more likely to succeed in the long run. According to modern theory and practice, a shared vision also promotes learning to create a comprehensive learning orientation (Sinkula et al., 1997). Proactive learning is a solid basis since it demands guidance and gives employees of an organisation who operate in uncertain situations a sense of enthusiasm, dedication, and purpose. Goal congruence is a tactic that companies may use to keep an eye on their rivals and react quickly to emerging trends, difficulties, or emergencies.

According to Carton (2004), the only people who have the right to use resources are those who donate them to the organisation and only if they are satisfied with the return on investment they received compared to other uses. Predicting, determining, and controlling an organization's performance is a common assumption (Monroe, 2012). Even though organisational performance is a highly sought-after and studied characteristic, it is challenging to describe exactly. These days, managing performance in a research context is one of the issues in academic research that most divides people (Mavondo, Gunasekaran & Yamin, 1999; Jingshu, 2021; Chihkang&DinJong, 2022). The company's wide range of constituents (shareholders, employees, clients, suppliers, the community, and governmental bodies) makes definition difficult. There may occasionally be a disagreement between the desires and expectations of different parties. This has led to the establishment of a number of organisational performance measurements. According to Steer (1977), at least one analyst has reportedly used 15 different metrics to evaluate the success of the organisation. These include the capacity to develop and integrate, the ability to hold onto key personnel, the ability to have open discussions, the will to be resilient, and the ability to adjust and change with the environment. Thus, the notion of organisational success includes both financial and non-financial factors. Scott (2003) classified the objectives, methods, and framework. The company has used methods and materials that emphasise outcome metrics. Instead of measuring output, process metrics evaluate the quantity and quality of work that individuals complete. Structural measurements are indicators of a firm's likelihood of success. Many elements come together to create the concept of a company's performance number.

Theoretical Review

Von-Krogh and Roos (1995) acknowledged the Resource-Based View (RBV), which serves as the study's theoretical underpinning. Because it helps organisations identify and use their resources to gain a competitive edge and improve company performance, this theory is a good fit for our study. When used effectively, organisational qualities including learning, empowerment, collaboration, shared vision, and innovation may increase competitive advantage. An evaluation of the company's assets, skills, and core competencies is the first step in this strategy formulation process. Research has shown that the differences in profitability between competitors within an industry are more important than the differences across industries (Porter, 1991). This is because once-stable businesses with great profitability and minimal rivalry have become highly competitive and less profitable due to globalisation, technological advancement, and cross-industry diversification. Organisational performance may be defined as the degree to which a company meets its objectives, obtains the resources it needs, maintains internal harmony, and wins over its stakeholders (Nwanzu, 2013, Geert Duysters & John Hage Doom, 2000). A particular organisational performance paradigm serves as the foundation for the above-discussed approach.

Empirical Review

Palmarudi and Hastan (2012) investigated the connection between key competencies and the sustained competitive edge of silk-weaving businesses in the context of growing regional rivalry. In order to create a growth plan for the regional silk-weaving businesses in Wajo District, the study determined their key competencies and sustained competitive advantages. To gather data and information, a variety of tools were used, including focus groups for public participation, interviews, and a questionnaire. They used expected value (EV) analysis and tree diagram analysis to build core competency development. Value chain analysis criteria were used to determine the source of core capabilities and sustainable competitive advantage. The results of this study show that silk weaving was selected as the main product in Wajo District through the use of TEV analysis and a public engagement strategy. The essential skill and SCA of the core product (weft silk yarn) was task management, particularly the desire (wrap silk yarn) and Pakan processes (Berger, L.A; Berger, D.R, 2004; Samuel, A; Joseph, A; Francis, D; Mujtaba, A; Albert

& Moshfique, U; 2022). The primary areas of the development of the core competences for medium-term planning (2011-2016) were the models, colours, and uniqueness of new motives for clothing materials, home accessory materials, and souvenirs. Sabah, Laith, and Manar (2012) investigate the connection between organisational performance and core competency. The main goal of the study was to investigate the relationships among competitive advantage, organisational performance, and core competencies. Empowerment, teamwork, and a common vision are the three factors that indicate core competency. In order to investigate the relationship between a common goal, teamwork, and the organisational performance of different Nigerian banks, the researcher developed hypotheses. These theories used a stand-in for the independent variable. The study's presumptions, however, were to:

H_1: shared vision does not have a substantial influence on the organizational performance of deposit money banks in Nigeria.

H_2: cooperative does not have a substantial influence on the organizational performance of deposit money banks in Nigeria.

H_3: empowerment has no significant impact on the organizational performance of deposit money banks in Nigeria.

H_4: innovation has no significant impact on the organizational performance of deposit money banks in Nigeria.

H_5: learning has no significant impact on the organizational performance of deposit money banks in Nigeria.

Methodology

The study's research design is cross-sectional. This is appropriate as it examines a phenomena at a certain moment in time. Questionnaires are used to gather data from respondents at a certain moment in time. As indicated in appendix 1, there are 995 individuals nationwide that work for 16 deposit money institutions in Nigeria. Using Taro Yamani's method, the sample size was determined to be 285 workers.

The Likert Scale-formatted questionnaire serves as the research tool. This makes it possible for the researcher to have organised answers from the participants for analysis. Shared vision, collaboration, empowerment, creativity, learning, and organisational performance were the subjects of a pre-planned series of questions. Due to their ease of use, questionnaires are an easy and economical method of collecting data from a large number of respondents (Mark et al., 2009). In order to confirm the

reliability of the research tool, the study uses the Cronbach Alpha test, and the results indicated a coefficient above 0.7. There were 185 copies of the questionnaire that were self-administered. We used STATA 13.0 to estimate the data using a basic regression approach. Heteroscedasticity, Ramsey reset, normality, and serial correlation were among the post-diagnostic tests used to confirm the model.

Figure 1: Conceptual framework
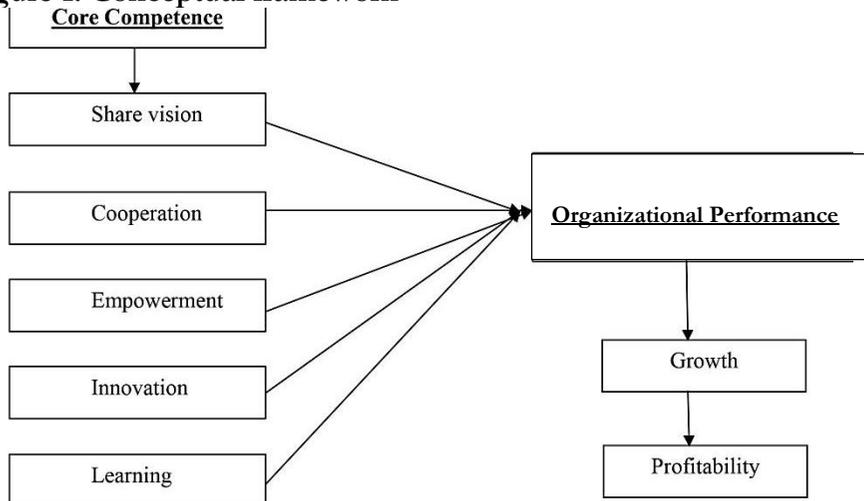
Source: Analysis of Field Survey 2022

In order to identify the pattern of responses using a simple percentage to explore the link that exists among factors, the primary data from the field survey are being analyzed in this part.

Table 2: Number and Percentage of Responses for Items on Shared Vision Subscale

S/N	Questionnaire Items	SD		D		U		A		SA	
		No	%	No	%	No	%	No	%	No	%
1	The company mission is clear and coherent.	11	4.4	10	4	12	4.8	90	36	127	50.8
2	The company objectives are clear and coherent.	10	4	11	4.4	-	-	96	38.4	133	53.2
3	The company strategy is clear and coherent.	5	2	6	2.4	10	4	116	44.6	112	44.8
4	There is a strong feeling in the organization that a common purpose exists.	-	-	11	4.4	-	-	121	48.4	118	47.2

Source: Analysis of Field Survey 2022

The pattern of the shared vision sub-response scale showed that 21 (8.4%) respondents disagreed with the idea, while 127 (50.8%) strongly agreed with it. For other questions about shared vision, the agreement rate is also high. However, compared to 12(4.8) that were not unsure, 10(4) disagree. 90 out of 36 people concur that there is a rate of agreement with the common vision. The same goes for item number two, where 133 (53.2) strongly agree, 96 (38.0) agree, 11 (4.4) disagree, and 10 (4) strongly disagree. No one was unsure. As a result, whereas 5(2) respondents strongly disagree and 6(2.4) disagree with the third sub-item, 1116(44.6) respondents agree with the notion, and 112(44.8) strongly agree. Additionally, only 11 (4.4) disagreed with the fourth construct on the subscale; none expressed hesitation, while 121 (40.8) and 118 (47.2) agreed with the construct.

Table 3: Number and Percentage of Responses for Items on Shared Cooperation Subscale

S/N	Questionnaire Items	SD		D		U		A		SA	
		No	%	No	%	No	%	No	%	No	%
1	Everyone is dedicated to the same project objectives.	10	4	11	4.4	-	-	102	40.8	127	50.8
2	There are guidelines and processes for handling most issues that emerge.	5	2	-	-	-	-	111	44.4	134	53.6
3	As a means of facilitating the flow of the work, individuals create their own norms and processes.	11	4.4	10	4	12	4.8	90	36	127	50.8
4	People work together in a cooperative effort to complete challenging jobs.	-	-	12	4.8	-	-	120	48	118	47.2
5	There is open communication between people, and the environment is marked by cordial relationships.	-	-	7	2.8	-	-	125	50	118	47.2
6	High levels of mutual trust exist.	4	1.6	17	6.8	-	-	133	53.2	96	38.4

Source: Analysis of Field Survey 2022

A significant number of respondents agreed with the collaboration concept, based on the answer patterns. Compared to those who disagree

with it, the responders generally agree with all of their remarks. In particular, 127 people (50.8%) strongly agreed with the concept in the first construct, whereas 102 people (40.8%) agreed with the claim. Of the responders, 111 (44.4%) agreed with the claim in the second concept, and 134 (53.6%) strongly agreed. Of the responders, 90 (36%) agreed with the argument in the third concept, and 127 (50.8%) strongly agreed. Of the respondents, 120 (48%) agreed with the claim in the fourth concept, and 118 (47.2%) strongly agreed. In the fifth construct, 125 respondents (50%) agreed with the proposition, and 118 respondents (47.2%) strongly agreed. Lastly, 133 (53.2%) of the respondents agreed with the claim in the sixth construct, and 96 (38.4%) strongly agreed.

Table 4: Number and Percentage of Responses for Items on Empowerment Subscale

S/N	Questionnaire Items	SD		D		U		A		SA	
		No	%	No	%	No	%	No	%	No	%
1	Decentralized decision-making is more common.	11	4.4	10	4	12	4.8	90	36	127	50.8
2	How choices are handled depends heavily on operating guidelines and standard operating procedures.	-	-	12	4.8	-	-	120	48	118	47.2
3	Ideas frequently flow both vertically and horizontally.	-	-	7	2.8	-	-	125	50	118	47.2
4	Responsibility for making decisions is delegated to the lowest level feasible.	4	1.6	17	6.8	-	-	133	53.2	96	38.4
5	People have the capacity to direct and manage their work.	11	4.4	10	4	12	4.8	90	36	127	50.8
6	At work, there are chances to choose options and a course of action.	10	4	11	4.4	-	-	96	38.4	133	53.2
7	The person's knowledge base within this company has grown.	5	2	6	2.4	10	4	116	44.6	112	44.8
8	People have received or been instructed in the abilities necessary to equip themselves.	-	-	11	4.4	-	-	121	48.4	118	47.2
9	Individuals take part in organisational operations equitably.	5	2	-	-	-	-	111	44.4	134	53.6
10	Opportunities exist for one's own development, such as increasing one's sense of self-worth or self-efficacy.	11	4.4	10	4	12	4.8	90	36	127	50.8

Source: Analysis of Field Survey 2022

For the empowerment idea, Table 4 displays the descriptive pattern of responses. The sub-scale showed a high percentage of agreement; respondents generally agreed strongly with all of their responses. Of the

responders who strongly agree with the first notion, 90 (36), 118 (47.2), and 11 (4.4) strongly disagree. Similar to the second sub-scale question, 120 respondents (48) agreed with the idea, while 118 respondents (47.2) strongly agreed with it. A smaller percentage of respondents disagreed, strongly disagreed, and gave unclear answers to the construct. In a similar vein, 118 (47.2) strongly agreed with the notion, whereas 125 (50) agreed with the third subscale item.

Table 5: Number and Percentage of Responses for Items on Innovation Subscale

S/N	Questionnaire Items	SD		D		U		A		SA	
		No	%	No	%	No	%	No	%	No	%
1	Our banks use cutting-edge work designs	-	-	7	2.8	-	-	125	50	118	47.2
2	Our banks promote teamwork and idea sharing within departments to develop fresh customer care strategies.	4	1.6	17	6.8	-	-	133	53.2	96	38.4
3	In order to market our services, we use fresh strategies.	11	4.4	10	4	12	4.8	90	36	127	50.8
4	The bank actively strives to modify its business procedures on a regular basis.	10	4	11	4.4	-	-	96	38.4	133	53.2
5	When it comes to creating new managerial work processes systems, we outperform our rivals.	5	2	6	2.4	10	4	116	44.6	112	44.8

Source: Analysis of Field Survey 2022

The innovation sub-descriptive scale's response pattern indicates that respondents generally agreed strongly with all of their answers, demonstrating high agreement with the concept from the first to the final questionnaire item. In particular, 118 (47.2%) of the respondents strongly agreed with the claim on the first concept, whereas 125 (50%) agreed with it. 133 (53.2%) of the respondents agreed with the claim on construct two, while 96 (38.4%) of the respondents further confirmed their agreement by strongly agreeing with the assertion. Ninety (36%) of the respondents agreed with the argument in construct three, while 127

(50.8%) strongly agreed. Of the responders, 133 (53.2%) strongly agreed with the fourth concept, whereas 96 (38.4%) agreed with the claim. Lastly, 112 (44.8%) of the respondents strongly agreed with the fifth concept, while 116 (44.6%) agreed with it generally.

Table 6: Number and Percentage of Responses for Items on Learning Subscale

S/N	Questionnaire Items	SD		D		U		A		SA	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1	Teams and groups change their ideas in my workplace as a result of group discussions or data gathered.	11	4.4	10	4	12	4.8	90	36	127	50.8
2	People can swiftly and easily obtain the information they need at any time thanks to my organisation.	10	4	11	4.4	-	-	96	38.4	133	53.2
3	My company rewards initiative taking in individuals.	5	2	6	2.4	10	4	116	44.6	112	44.8
4	My company encourages workers to take reasonable risks.	-	-	11	4.4	-	-	121	48.4	118	47.2
5	People are encouraged by our company to view the world from a global perspective.	5	2	-	-	-	-	111	44.4	134	53.6
6	Our company promotes including customer opinions in the decision-making process.	11	4.4	10	4	12	4.8	90	36	127	50.8

Source: Analysis of Field Survey 2022

From the first to the last questionnaire item, the respondents recorded a high rate of agreement with the construct, indicating a strong overall degree of agreement with all of their replies, according to the pattern of responses on the learning sub-descriptive scale. In particular, 127 (50.8%) of the respondents agreed with the argument, whereas 90 (36%) did not. Regarding construct two, 133 (53.2%) of the respondents agreed with the claim, whereas 96 (38.4%) agreed with it. Of the respondents, 116 (44.6%) agreed with the claim on the third concept, and 112 (44.8%) agreed with it even more. Regarding the fourth construct, 118 (47.2%) of the respondents further affirmed the claim, while 121 (48.4%) of the respondents generally agreed with it. Of the responders, 111 (44.4%)

generally agreed with the fifth concept, while 134 (53.6%) further supported it. Regarding the last construct, 127 (50.8%) of the respondents strongly agreed with the proposition, while 90 (36%) agreed.

Table 7: Number and Percentage of Responses for Items on Organizational Performance Subscale

S/N	Questionnaire Items	SD		D		U		A		SA	
		No	%	No	%	No	%	No	%	No	%
1	My bank consistently produced the expected results.	11	4.4	10	4	12	4.8	90	36	127	50.8
2	My bank consistently provides services for the lowest price available.	-	-	12	4.8	-	-	120	48	118	47.2
3	My bank consistently delivered the desired level of services.	-	-	7	2.8	-	-	125	50	118	47.2
4	Frequently, my bank achieved the targeted market share.	4	1.6	17	6.8	-	-	133	53.2	96	38.4
5	My bank consistently posts a respectable net profit.	11	4.4	10	4	12	4.8	90	36	127	50.8
6	Comparing the financial liquidity position to our main rival	10	4	11	4.4	-	-	96	38.4	133	53.2
7	In comparison to our main rival, the net profit position	5	2	6	2.4	10	4	116	44.6	112	44.8
8	My bank consistently satisfies the requirements and demands of the shareholder.	-	-	11	4.4	-	-	121	48.4	118	47.2
9	My bank frequently satisfies the client's wants and expectations.	5	2	-	-	-	-	111	44.4	134	53.6
10	My bank frequently met regulatory bodies' expectations.	11	4.4	10	4	12	4.8	90	36	127	50.8
11	The bank's staff members get along well with one another.	11	4.4	10	4	12	4.8	90	36	127	50.8
12	My bank consistently received a positive return on investment.	-	-	12	4.8	-	-	120	48	118	47.2

Source: Analysis of Field Survey 2022

The respondents' overall degree of agreement with all of their replies is strong, and they reported a high rate of agreement with the construct in the organisational performance items sub-descriptive scale pattern of responses displayed in Table 7. In particular, 127 (50.8%) of the respondents strongly agreed with the first concept, whereas 90 (36%) agreed with it. On construct two, 118 (47.2%) of the respondents

strongly agreed with the proposition, while 120 (48%) concurred. On construct three, 118 (47.2%) of the respondents further agreed with the claim, while 125 (50%) of the respondents generally agreed. Regarding the fourth component, 96 people (38.4%) strongly agreed with the claim, while 133 people (53.2%) agreed with it generally. On the sixth construct, 127 (50.8%) of the respondents strongly agreed with the proposition, while 90 (36%) agreed with it generally. Regarding the sixth construct, 133 (53.2%) of the respondents strongly agreed with the claim, while 96 (38.4%) agreed with it generally. According to the seventh construct, 112 (44.8%) of the respondents strongly agreed with the proposition, while 116 (44.6%) did not. On the eight concept, 118 (47.2%) respondents strongly agreed with the proposition, while 121 (48.4%) respondents generally agreed. Of the responders, 111 (44.4%) agreed with the claim on the ninth concept, while 134 (53.6%) strongly agreed. On the ninth construct, 127 (50.8%) of the respondents strongly agreed with the proposition, while 90 (36%) agreed. According to the eleventh concept, 90 respondents (36%) agreed with the proposition, while 127 (50.8%) strongly agreed. Ultimately, 118 (47.2%) of the respondents further confirmed the allegation, while 120 (48%) concurred.

Diagnostic Tests

Summary of tables 8-11: Diagnostic tests results

Heteroskedasticity Test: ARCH		
F-statistic = 2.506	Prob. F(1, 13)	0.137
Obs*R-squared = 2.424	Prob. Chi-Square(1)	0.120
Ramsey Reset Test		
t- statistics= 1.223	Df= 12	0.245
F-statistics =1.497	Prob. F(1, 12)	0.245
Breusch-Godfrey Serial Correlation LM Test:		
F-statistic = 0.007	Prob. F(2, 11)	0.993
Obs*R-squared= 0.018	Prob. Chi-Square(2)	0.991
Normality Test		
Jarque-Bera Statistics= 2.370	Prob. F	0.306

Source: Researchers Computation

There is no heteroscedasticity in the analysis since the test for heteroscedasticity, as shown in Table 8, showed that the likelihood is 0.137 (see table 8 in the appendix), which is more than 0.05.

To determine whether or not the model is appropriately stated, the Ramsey Reset test is employed. With probability values of 0.245 and 0.245, the t-value and f-value are 1.223 and 1.497, respectively (see to table 9 in the appendix). The p-values are both higher than the significance level of 0.05. Accordingly, the data indicates that the model is sufficient and does not have an issue with missing data.

As part of the diagnostic test, the serial correlation test revealed that there was no serial correlation among the disturbances found in the study since the likelihood of F-Statistics was more than 0.05, at 0.993 (see table 10 in the appendix).

Lastly, a normality test on the data used for the analysis showed that the likelihood of Jarque-Bera is more than 0.05, at 0.306 (see table 11 in the appendix). This demonstrated the data's normal distribution, making it appropriate for analysis.

Table 12: Reliability Test

Item	obs	sign	item-test correlation	item-test correlation	average interitem covariance	alpha
Save	30	+	0.76448	0.6332	.4165863	0.8484
Compt	30	+	0.7724	0.6569	.4238056	0.8429
Empty	30	+	0.7300	0.5968	.438845	0.8538
Learn	30	+	0.7940	0.7026	.4324353	0.8363
Invt	30	+	0.8331	0.7460	.4042876	0.8269
Orgp	30	+	0.6428	0.6428	.4380707	0.8454
Test scale					.4256718	0.8651

Table 8 presents the results of the test-retest reliability test for the research instrument. With a total test scale of 0.8651, the Cronbach's Alpha index coefficient was over the 0.7 threshold, indicating the reliability of the research tool. evidence of the consistency and dependability of the study constructs on collaboration, empowerment, creativity, learning, shared vision, and organisational performance.

Table 13: Relationship between shared vision and organizational performance of deposit money banks in Nigeria

```
    Source |       SS          df       MS              Number of obs =      250
-----------+------------------------------             F(  1,   248) =    69.88
     Model | 41.0804184         1   41.0804184         Prob > F        =   0.0000
  Residual | 145.783582       248   .587837023         R-squared       =   0.2198
-----------+------------------------------             Adj R-squared   =   0.2167
     Total |   186.864        249   .750457831         Root MSE        =  .76671

------------------------------------------------------------------------------
      orgp |     Coef.    Std. Err.      t    P>|t|     [95% Conf. Interval]
-----------+------------------------------------------------------------------
      shvn |   .4060293     .04857     8.36   0.000     .3103669    .5016916
     _cons |   2.348337    .190454    12.33   0.000     1.973223    2.723451
------------------------------------------------------------------------------
```
Source: Researcher's computation

Table 13 presents the findings about the correlation between organisational effectiveness and a shared vision.

The core competency's shared vision component significantly affects performance (Coef. = 0.406, p-value = 0.000 < 0.01). The study disproves the null hypothesis, according to which there is no meaningful correlation between organisation performance and shared vision among a subset of Nigerian banks, using the statistically significant criteria of a p-value of 0.000< 0.01. As a result, the study agrees with the alternative hypothesis, which claims that organisational effectiveness in the chosen Nigerian banks is significantly correlated with shared vision. According to the model's modified R-squared of 0.22, a unit change in the shared vision causes a 22% difference in the organisational performance of a subset of Nigerian banks. Similarly, the model appears to be statistically significant at the 1% level based on the F-statistic of 69.88 and the corresponding p-value of 0.000. This implies the model's applicability to policy implications.

Table 14: Relationship between cooperation and organizational performance of deposit money banks in Nigeria

```
  Source |       SS          df       MS              Number of obs =      250
---------+------------------------------             F(  1,    248) =    84.37
   Model |  47.4321556        1   47.4321556         Prob > F        =   0.0000
Residual |  139.431844      248   .562225179         R-squared       =   0.2538
---------+------------------------------             Adj R-squared   =   0.2508
   Total |    186.864       249   .750457831         Root MSE        =   .74982


    orgp |     Coef.    Std. Err.       t     P>|t|      [95% Conf. Interval]
---------+----------------------------------------------------------------------
    copt |   .4734504   .0515458     9.19    0.000      .3719271    .5749737
   _cons |   2.075632    .202936    10.23    0.000      1.675934     2.47533
```

Source: Researcher's computation

Table 14 displays the findings about the correlation between organisational effectiveness and cooperation. Core competence's collaboration component significantly affects performance (Coef. = 0.473, p-value = 0.000 < 0.01). The study disproves the null hypothesis, according to which there is no meaningful correlation between collaboration and organisational success among a subset of Nigerian banks, using the statistically significant criteria of a p-value of 0.000< 0.01. As a result, the study agrees with the alternative hypothesis, which claims that collaboration and organisational success in the chosen Nigerian banks are significantly correlated. According to the model's modified R-squared, which is 0.25, a unit change in cooperation results in a 25% difference in the organisational performance of a subset of Nigerian banks. Similarly, the model appears to be statistically significant at the 1% level based on the F-statistic of 84.37 and the corresponding p-value of 0.000. This implies the model's applicability to policy implications.

Table 15: Relationship between empowerment and organizational performance of deposit money banks in Nigeria

```
  Source |       SS          df       MS              Number of obs =      250
---------+------------------------------             F(  1,   248) =    59.62
   Model |  36.2150852        1   36.2150852          Prob > F       =   0.0000
Residual |  150.648915       248  .607455302          R-squared      =   0.1938
---------+------------------------------             Adj R-squared =   0.1906
   Total |   186.864         249  .750457831          Root MSE       =  .77939

-------------------------------------------------------------------------------
    orgp |      Coef.   Std. Err.      t    P>|t|     [95% Conf. Interval]
---------+---------------------------------------------------------------------
    empt |   .4086006    .052919      7.72   0.000    .3043727    .5128285
   _cons |   2.317339   .2093077     11.07   0.000    1.905092    2.729587
-------------------------------------------------------------------------------
```

Source: Researcher's computation.

Table 15 presents the findings about the correlation between organisational performance and empowerment. Core competence's empowerment factor significantly affects performance (Coef. = 0.409, p-value = 0.000 < 0.01). The study disproves the null hypothesis, according to which there is no meaningful correlation between empowerment and organisational performance in a subset of Nigerian banks, using the statistically significant criteria of a p-value of 0.000< 0.01. Thus, empowerment has a substantial link with organisation performance in the chosen Nigerian banks, according to the study's acceptance of the alternative hypothesis. According to the model's modified R-squared, which is 0.19, a unit change in empowerment results in a 19% difference in the organisational performance of a subset of Nigerian banks. Similarly, the model appears to be statistically significant at the 1% level based on the F-statistic of 59.62 and the corresponding p-value of 0.000. This implies the model's applicability to policy implications.

Table 16: Relationship between innovation and organizational performance of deposit money banks in Nigeria

```
  Source |       SS          df       MS              Number of obs =      250
---------+------------------------------             F(  1,   248) =   149.45
   Model |  70.2657251        1   70.2657251          Prob > F       =   0.0000
Residual |  116.598275       248  .470154334          R-squared      =   0.3760
---------+------------------------------             Adj R-squared =   0.3735
   Total |   186.864         249  .750457831          Root MSE       =  .68568

-------------------------------------------------------------------------------
    orgp |      Coef.   Std. Err.      t    P>|t|     [95% Conf. Interval]
---------+---------------------------------------------------------------------
    invt |   .591542    .0483876     12.23   0.000    .496239     .686845
   _cons |   1.505269   .1996714      7.54   0.000    1.112001    1.898537
-------------------------------------------------------------------------------
```

Source: Researcher's computation

Figure 16 presents the findings about the correlation between innovation and organisational performance. Core competence's innovation component significantly affects performance (Coef. = 0.592, p-value = 0.000 < 0.01). The study disproves the null hypothesis, according to which innovation and organisation performance among a subset of Nigerian banks are not significantly correlated, using the statistically significant criteria of a p-value of 0.000< 0.01. As a result, the study agrees with the alternative hypothesis, which claims that innovation and organisational success in the chosen Nigerian banks are significantly correlated. According to the model's modified R-squared of 0.37, a unit change in innovation results in a 37% difference in the organisational performance of a subset of Nigerian banks. Similarly, the model appears to be statistically significant at the 1% level based on the F-statistic of 149.45 and the corresponding p-value of 0.000. This implies the model's applicability to policy implications.

Table 17: Relationship between learning dimension of core competence and organizational performance of deposit money banks in Nigeria

```
  Source |       SS        df       MS              Number of obs =      250
---------+------------------------------            F(  1,    248) =    88.69
   Model |   49.224226     1    49.224226           Prob > F       =   0.0000
Residual |  137.639774    248   .554999089          R-squared      =   0.2634
---------+------------------------------            Adj R-squared  =   0.2605
   Total |   186.864      249   .750457831          Root MSE       =   .74498


    orgp |     Coef.    Std. Err.      t     P>|t|      [95% Conf. Interval]
---------+--------------------------------------------------------------------
    lern |   .5450463   .0578749     9.42    0.000      .4310574     .6590353
   _cons |   1.760139   .230804      7.63    0.000     1.305553     2.214725
```

Source: Researcher's computation.

Table 17 displays the findings about the relationship between learning and organisational effectiveness. Core competence's learning component significantly affects performance (Coef. = 0.545, p-value = 0.000 < 0.01). The study disproves the null hypothesis, according to which learning and organisation performance among a subset of Nigerian banks are not significantly correlated, using the statistically significant criteria of a p-value of 0.000< 0.01. As a result, the study agrees with the alternative hypothesis, which holds that learning and organisational success in the chosen Nigerian banks are significantly correlated. According to the model's modified R-squared of 0.26, a unit change in learning results in a 26% difference in the organisational performance of a subset of Nigerian banks. Similarly, the model appears to be statistically significant at the 1%

level based on the F-statistic of 88.69 and the corresponding p-value of 0.000. This implies the model's applicability to policy implications.

Discussion of Findings

The study supports the findings of Jabbouri and Zahari (2014), who studied Iraqi commercial banks and discovered that organisational success is significantly impacted by core competencies. These findings led to the recommendation that bank management enhance key human resource competencies as a means of improving organisational performance. The study concludes that creativity, empowerment, teamwork, and a common vision are essential for organisational effectiveness, which is consistent with research conducted in Nigeria by Olannye (2016). The outcome showed that collaboration and a common objective are useful tactics for improving organisational performance in commercial banks. The findings of Subramanian (2009), who noted that organisational competences in the market-orientation-performance relationship lead to advanced performance in the areas of cost reduction, revenue growth, patient retention, and innovative service success, are similarly comparable to this. A prior study also supports this (Jabbouri and Zahari, 2014).

The results align with those of Jamhour (2010) and Gokkaya&Ozbag (2015), who found that every core competence element improves organisational performance. These discoveries have a huge impact and may be used to forecast the development and profitability of an organisation. This viewpoint is further supported by Sihite and Simanjuntak (2015), who found a significant positive association between core competency and competitive advantage in guaranteeing the achievement of organisational goals and objectives.

Contribution to Knowledge

The following contributions to knowledge emerged from the study.

1. The study found that deposit money banks operate more effectively when there is a common objective, empowerment, collaboration, education, and creativity.
2. The study demonstrated that core competency is necessary for organisational growth and profitability in deposit money institutions

and that shared vision, empowerment, cooperation, learning, and innovation all affect the success of Nigerian banks.

3. The study validated the importance of core competency as a method for formulating policies to enhance the organisational performance of deposit money institutions.

Conclusion

This study assesses the impact of core competencies on organisational performance in the Nigerian banking sector. This study sheds light on the application of a strategic planning and management strategy in the banking industry in Nigeria. It investigates how core competencies affect an organization's success in the banking sector of Nigeria. According to the study's findings, Nigerian deposit money banks' organisational performance and core competency have a strong positive correlation. In particular, organisational performance was significantly impacted by aspects of core competences including learning, empowerment, collaboration, shared vision, and innovation. The study comes to the conclusion that core skills have a significant role in organisational performance, which is consistent with the findings of Jabbouri& Zahari's (2014) investigation of private banks in Iraq. Olannye (2016) conducted a research in Nigeria and came to the conclusion that innovation, empowerment, teamwork, and a common vision are essential for organisational success.

The conclusion is that market share, the rate of balance sheet recovery, and the fixed deposit position will all increase as indicators of organisational effectiveness. There is a strong positive correlation between Nigerian deposit money institutions' organisational effectiveness and core skills. Delegating decision-making responsibilities to the lowest level possible, minimising the cooperation component of the core competency, allowing people to manage and lead their own work, and improving organisational performance are all examples of how ideas tend to flow both horizontally and vertically. There is a strong positive correlation between Nigerian deposit money banks' competitive advantage and core competencies. Banks that have a competitive advantage will perform better as an organisation because their operation system will be able to quickly reconfigure equipment to meet changing demand, reallocate personnel to meet changing demand, modify manufacturing processes to meet changing demand, and quickly adapt its capacity to meet changing demand. There is a strong positive correlation

between Nigerian deposit money banks' organisational success and their core competencies. According to the study, fundamental competencies—cooperation and empowerment, innovation, and shared vision—have a significant influence on the performance of deposit money banks in Nigeria. Future research suggestion: Because the study is cross-sectional, it is impossible to infer a cause-and-effect relationship from the data. Future study should thus include a cross-longitudinal research design. Future research should incorporate more models for core competency, as this study only employed two of the many available. The questionnaires used to collect data for this study contained both independent and dependent factors. Future research should include independent and dependent variables separately due to the possibility of method variance. Additionally, the study examines the relationship between organisational performance and core competency. Future studies ought to examine the relationship's mediating and moderating elements. Future research studies must to involve the industrial sector.

Recommendations

Based on the findings of the study and the conclusion, the study recommends as follows:

1. To boost performance, management in the banking industry must motivate each employee to align with the organization's mission.
2. By decreasing departmentalisation within the company and allowing for cross-functional lines for more effective participation and brainstorming for improved performance, managers in Nigerian banks could think about fostering more collaboration and teamwork.
3. By encouraging employee engagement in decision-making, organisational practitioners should implement a policy that will offer members of the organisation a sense that their job is personally significant.
4. To help staff members start to see empowerment as a component of their job identities, leaders may need to invest some time in progressively enhancing empowerment conduct.
5. In order to progress and get the best possible outcome, organisational leaders should foster an atmosphere where people can learn about themselves and others. For improved performance, bank managers should have an attitude that embraces new concepts and technical advancements.

Limitation of the study: This research only looks at the following aspects of core competence: collaboration, empowerment, learning, innovation, and shared vision. In a similar spirit, the organisations involved withheld certain important information on the grounds that the public shouldn't be aware of their advantages and disadvantages in that way.

We acknowledged all writers who participated in any manner, and we were extremely appreciative to your publication's editor and team for allowing us to publish in such a distinguished journal.

References

Anastasia Kozyreva, Sam Winebury & Ralp Hertwig (2022).Critical ignoring as a core competence for digital citizens. *Sage journals*https://doi.org/10.1177/0963721422112.1570

Andrews, K. (1971). *The concept of corporate strategy.* Homewood, III: Dow Jones-Irwin.

Barney, J. (1991). Firm Resources and Sustained Competitive Advantage, *Journal of Management,* l7(1): 99-120.

Baker, W.E., & J.M. Sinkula. (1999). The synergistic effect of market orientation and learning orientation on organizational performance. *Journal of the Academy of Marketing Science* 27 (4); 411-427

Carton, B.R. (2004).*Measuring organizational Performance: An exploratory study.* A Doctoral dissertation, University of Georgia, Athen, Georgia Unpublished.

Chaohsien Lee, Chhkang W.U &Dinjong (2022).Understanding the impact of competitive advantage and core competency on regional tourism revitalization: Empirical evidence in Taiwan. *Organizational in psychology* https://doi.org/10.3389/fp-syp..2022.922211

Chen, Yu-fen & Wu, Tsui-chih, (2007), "An empirical analysis of core competence for high-tech firms and traditional manufacturers", *Journal of Management Development,* 26(2): 159-168.

Croteau Ann-M, Solomon S., Raymond L., Bergeron F., (2001), "*Organizational and Technological Infrastructures Alignment*", hiss, 8: 8049, 34th Annual Hawaii International Conference on System Sciences (HICSS-34)

Clardy A (2018). Human resource development and the resource-based model of core competencies: Methods for diagnosis and assessment. *Human Resource Development. Rev*, 7(4): 387-407.

Delamare Le Deist, F. and Winterton, J. (2005) 'What is competence? *Human Resource Development International, 8*(1): 17-36.

Diericks, I.& Cool, K. (1989), Asset Stock Accumulation and Sustainability of Competitive Advantage, *Management Science, 35*(12).

Eisenhardt, K.M. and J.A. Martin, (2010) Dynamic capabilities: What are they? *Strategic Management Journal.* 21(3):1105-1121.*European Report on S&T Indicators* (1997). OECD, Paris

Geert Duysters & John Hagedoom (2000).core competencies and company performance in the worldwide computer industry.The journal of high technology management research 11(1),75-91 htt//doi.org//10.1016/51047-8310(00)00022.5

HirinduKawshala (2017).Theorizing the concept of core competencies: An integrative model beyond identification. *International Journal of Scientific and research publications,*7(2) ISSN2250-3153

Hamlin B (1990). The competent manager in secondary schools. *Education Management Administrative Leadership* 49(1): 28-35.

Human Resources Institute (2006). www.Healtyworkclimate.com

Itami Hirovuki & Numagami Tsuyoshi (1992).Dynamic Interaction between Strategy and Technology, *Strategic Management Journal*, Special Issue, 13(1).

Jingshu, D.U (2021). The up and downsides of collaboration in core and non-core technologies are selective contingent and orchestrated openness in R& D collaboration. *Industrial marketing management,* 94(1):187-201 https://doi.org/10.1016/j.inmarman.2021.02.010

Jabbouri N.I & Zahari, I. (2014). The role of core competencies on organizational performance: an empirical study in the Iraqi private banking sector. *European Scientific Journal*, 1(3): 1857 – 7881

Jamhour M.S. (2010). The Impact of Core Competence on Organizational Performance "An applied study on Paint Industry in the United Arab Emirates". Middle East University Jakarta *International Journal of Education and Research. 3(2, 181-189.*

King, A. W. & Zeithaml, Carl, P. (2001). Competences and Firm Performance: Examining the Causal Ambiguity Paradox. *Strategic Management Journal*, 22(2): 75-99.

Ljungquist, U. (2007). Core competency beyond identification: Presentation of a model. *Management Decision*, 45 (3): 393-402.

March, J.G &Sutto, R.I (1997) Unlearning, and learning. Organizational Dynamics 28(3):24–38. *Organization Science*, 8, (6) 698-706

Mavondo, F. T. Yamin, S. &Gunasekaran A.(1999). "Innovation Index and Its Implications on Organizational Performance: A Study of Australian Manufacturing Companies," *International Journal of Technology Management,*17,(5) 495-503. doi:10.1504/IJTM.1999.002733.

Monroe, A. S. (2012). Do successful companies possess strategic intent? A master's dissertation, Massey University, Palmerston, New Zealand.

Moore, Marguerite & Fairhurst, Ann. (2003).Marketing Capabilities and Firm Performance in fashion retailing. *Journal of Fashion Marketing and Management*, 7(4): 386-397.

Nwanzu C.L. (2013). Impact of Organizational Citizenship Behavior on organizational effectiveness. *Doctoral Dissertation*, Nnamdi Azikiwe, Awka, Nigeria.

Nwokah, N.G. (2008). Strategic market orientation and business performance: the study of food and beverages organizations in Nigeria. *European Journal of Marketing*, 42(4): 279-286.

Ogbor, &Olannye, (2016). In Quest for Competitive Advantage: Strategies for Business Competitiveness in an Emerging Economy. 2nd Edition, Inter O'Fab publishers, Lagos, Nigeria; ISBN**:** 979-10-234-5680-6. Crown Institute for Management Development. Operating and competitive experience of industries. Strategic Management Journal, 18, 75-98.

Palmarudi M &Hastan H (2012). Core Competence And Sustainable Competitive Advantage Of Small Silk Weaving Industries (S.I.s) In Wajo District, South Sulawesi. International Conference on Small and Medium Enterprises Development with a Theme "Innovation and Sustainability in SMS Development. *Procedia Economics and Finance.* 4 (2012) 160 – 167.

Porter ME (1991) *Competitive strategy.* Free Press, New York *Practicing Law.* 38(6)

Prahalad, C.K. & Hamel, G. (1994). The Core Competence of the Corporation. *Harvard Business Review*

Sabah A, Laith A, Manar J, (2012) Effect of Core Competence on Competitive Advantage and Organizational Performance. *International Journal of Business and Management,* 7(1), 192-205.

Santos-Vijande, Maria Leticia, Sanzo-Perez, Maria Jose, Alvarez-Gonzalez, Luis I., and Vazquez- Casielles, Rodolfo. (2005).

Organizational Learning and Market Orientation: Interface and Effects on Performance. *Industrial Marketing Management*, 34: 187-202.

Sanchez, Ron. (2004). Understanding competence-based management Identifying and managing five modes of competence. *Journal of Business Research*, 57: 518– 532.

Samuel Adomako,Joseph Amankwah –Amoah, Francis Donbesuur,Mujtaba Ahsan , Albert Danso & Mosh fique Uddim (2022). Strategic Agility of SMEs in emerging economies: Antecedents, consequences and boundary conditions. *International Business Review* ,31(6),102032 https://doi.org/101016/j.ibusrew.2022.102032

Scott, W.R. (2003). *Organizations: Rational, natural, and open systems* (5th ed.). Upper Saddle River, NJ: Prentice Hall.

Selznick, P. (1957), *Leadership in administration: A sociological interpretation*. New York: Harper and Row.

Srivastava, Shirish. (2005). Managing Core Competence of the Organization. Vikalpa: *The Journal for Decision Makers*; 30(4): 49-68.

Sinkula, Baker, William E., and Noordewier, Thomas. (1997). A Framework of Market-Based Organizational Learning: Linking Values, Knowledge, and Behaviour. *Journal of the Academy of Marketing Science*, 25(4): 305-318.

Seddighi, H.R & Mathew, S. (2020). Innovation and regional development via the firm's core competence: some recent evidence from North East England. *Journal of innovation & knowledge,* 5(4): 219-227 htps://doi.org/10.1016/j.jik.2019.12.005

Sihite, M., Simanjuntak, M.A. (2015).The competitive strategy in green building for Indonesian Stakeholders. *International Journal of Innovation Management and Technology*, 6(1): 8-15.

Steer, R. (1977). Organizational effectiveness: *A behavioral view*, Santa Monica, Califonia: Goodyear stocks and flows. *Journal of Management Studies, 39(4), 437-469.*

Subramanian, R., Kamalesh K., and Karen S. (2009). The role of organizational competencies in the market-orientation-performance relationship: An empirical analysis. *International Journal of Commerce and Management*, 19(1): 17-26.

Teece D.J., (2007) Dynamic Capabilities and Strategic Management, *Strategic Management Journal*,18(7).

Ussahawanitchakit P. (2008). Impacts of organizational learning on innovation orientation and firm efficiency: an empirical assessment

of accounting firms in Thailand. *International Journal of Business Research*, 8(4).

Von Krogh, G., &Roos, J. (1995).A perspective on knowledge, competence and strategy. *Personnel review*, 24(3): 56-76

Yang, B. C., Wu, B. E., Shu, P. G., (2006). Yang, M. H. On establishing the core competency identifying Model: A value-activity and process-oriented approach. *Industrial Management & Data Systems*, 106(1), 60-80.

Yeo, R. (2005). Problem-based learning: Lessons for administrators, educators, and learners.

Appendix

Table 1: Proportion Sample Size from Each Bank

SN	Banks	Population Head office	Apportionment (Head Office and Lagos)
1	Access bank	70	(70/995) ×285=20
2	Diamond bank	50	(40/995) ×285=11
3	Eco bank	150	(150/995) ×285=43
4	FCMB	60	(60/995) ×285=17
5	Fidelity bank	40	(40/995) ×285=11
6	First bank	80	(80/995) ×285=24
7	GTB	40	(40/995) ×285=11
8	Keystone bank	40	(40/995) ×285=11
9	Standard Chartered Bank	30	(30/995) ×285=9
10	Polaris bank	30	(30/995) ×285=9
11	Stanbic IBTC Bank	30	(30/995) ×285=9
12	Sterling bank	30	(30/995) ×285=9
13	UBA	100	(100/995) ×285=31
14	Union bank	80	(80/995) ×285=20
15	Wema bank	25	(25/995) ×285=7
16	Zenith bank	150	(150/995) ×285=43
	Total	995	285

Source: HR of the various Banks (2022)

Table 8: Heteroskedasticity Test

Heteroskedasticity Test: Breusch-Pagan-Godfrey

F-statistic	2.506122	Prob. F(1,13)	0.1374
Obs*R-squared	2.424322	Prob. Chi-Square(1)	0.1195
Scaled explained SS	1.463567	Prob. Chi-Square(1)	0.2264

Test Equation:
Dependent Variable: RESID^2
Method: Least Squares
Date: 07/12/24   Time: 16:55
Sample: 2 16
Included observations: 15

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	248.3611	83.85494	2.961794	0.0110
RESP(-1)	-7.040934	4.447636	-1.583074	0.1374

R-squared	0.161621	Mean dependent var	134.7673
Adjusted R-squared	0.097131	S.D. dependent var	176.8644
S.E. of regression	168.0555	Akaike info criterion	13.21003
Sum squared resid	367154.5	Schwarz criterion	13.30444
Log likelihood	-97.07524	Hannan-Quinn criter.	13.20903
F-statistic	2.506122	Durbin-Watson stat	1.401715
Prob(F-statistic)	0.137420		

Table 9: Ramsey RESET Test

Ramsey RESET Test
Equation: UNTITLED
Specification: RESP C RESP(-1)
Omitted Variables: Squares of fitted values

	Value	Df	Probability
t-statistic	1.223460	12	0.2446
F-statistic	1.496855	(1, 12)	0.2446
Likelihood ratio	1.763251	1	0.1842

F-test summary:

	Sum of Sq.	Df	Mean Squares
Test SSR	224.1936	1	224.1936
Restricted SSR	2021.510	13	155.5008
Unrestricted SSR	1797.316	12	149.7764

LR test summary:

	Value
Restricted LogL	-58.06070
Unrestricted LogL	-57.17908

Unrestricted Test Equation:
Dependent Variable: RESP
Method: Least Squares
Date: 07/12/24   Time: 16:56
Sample: 2 16
Included observations: 15

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-276.1956	243.3447	-1.134997	0.2785
RESP(-1)	4.842504	4.161490	1.163647	0.2672
FITTED^2	0.679915	0.555731	1.223460	0.2446

R-squared	0.143863	Mean dependent var	17.66667
Adjusted R-squared	0.001174	S.D. dependent var	12.24550
S.E. of regression	12.23832	Akaike info criterion	8.023877
Sum squared resid	1797.316	Schwarz criterion	8.165487
Log likelihood	-57.17908	Hannan-Quinn criter.	8.022368
F-statistic	1.008226	Durbin-Watson stat	1.523618
Prob(F-statistic)	0.393785		

Table 10: Serial Correlation Test

Breusch-Godfrey Serial Correlation LM Test:

F-statistic	0.006645	Prob. F(2,11)	0.9934
Obs*R-squared	0.018101	Prob. Chi-Square(2)	0.9910

Test Equation:
Dependent Variable: RESID
Method: Least Squares
Date: 07/12/24   Time: 16:58
Sample: 2 16
Included observations: 15
Presample missing value lagged residuals set to zero.

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-8.139547	71.80197	-0.113361	0.9118
RESP(-1)	0.465815	4.103335	0.113521	0.9117

RESID(-1)	-0.467557	4.107063	-0.113842	0.9114
RESID(-2)	0.110281	0.981203	0.112394	0.9125

R-squared	0.001207	Mean dependent var	3.08E-15
Adjusted R-squared	-0.271191	S.D. dependent var	12.01639
S.E. of regression	13.54813	Akaike info criterion	8.273553
Sum squared resid	2019.071	Schwarz criterion	8.462366
Log likelihood	-58.05165	Hannan-Quinn criter.	8.271541
F-statistic	0.004430	Durbin-Watson stat	1.737896
Prob(F-statistic)	0.999568		

Table 11: Normality test

Series: Residuals
Sample 2 16
Observations 15

Mean	3.08e-15
Median	-5.763915
Maximum	24.13485
Minimum	-10.33209
Std. Dev.	12.01639
Skewness	0.953740
Kurtosis	2.607490
Jarque-Bera	2.370341
Probability	0.305694