# Identifying Construction Organizational Competencies and Performance

## Background
- The construction industry is a dynamic, uncertain, and complex environment that has been criticized for its underperformance.
- Organizational competencies are combinations of resources, sets of skills, information, and technologies that enable organizations to achieve competitive advantage and a better performance.
- Construction organizations need to identify, assess, and enhance their competencies to achieve better performance and competitiveness.

## Objectives
- Compile construction organizational competency and performance list.
- Develop organizational competency measures (processes & practices) and performance indicator metrics.
- Develop a framework to establish competency-performance relationship.
- Develop fuzzy hybrid model using organizational competencies to predict performance.

## Organizational Competency-Performance Framework

### Functional Competencies
- General administration (e.g. manage diversity)
- Cross-functional (e.g. cooperation & coordination)
- Technical (e.g. technical knowledge)
- Operational production
- Engineering R&D (e.g. new product development)

### Behavioral Competencies
- Organizational attributes (e.g. culture and values)
- Management attributes (e.g. leadership, interpersonal skills)
- Personal attributes (e.g. commitment)

### Industry and Context Variables
- Firm size
- Construction sector type
- Economic factors
- Environmental conditions

### Key Performance Indicators (KPIs)
- Quality of work (e.g. PAF model)
- Safety (e.g. Safety performance)
- Financial stability (e.g. Debt ratio)
- Market share
- Cash flow

### Key Performance Objectives (KPOs)
- Profitability (e.g. Return on capital)
- Growth (Sales growth)
- Business efficiency (e.g. Efficiency ratio)
- Effectiveness of planning (e.g. Change cost factor)

### Key Performance Indicators (KPIs)
- External customer satisfaction (e.g. Customer retention)
- Internal customer satisfaction (e.g. Employee turnover)
- Competitiveness (e.g. Company image/reputation)

## Industry Applications and Benefits
- Identification of organizational competencies that lead to improved performance and competitiveness.
- Provides practitioners with a systematic process for measuring and enhancing competencies at organizational and project levels.
- Provides insight on how organizational leaders can improve organizational and project practices to maximize their performance and competitive advantage.