

# COMPETENCY AND JOB PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATION WORKERS: A CONCEPTUAL FRAMEWORK

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**ABSTRACT:** *This paper is purposely to reviews the role played by factor of competency in enhancing the job performance in non-governmental organizations (NGOs). This paper construct are built on a comprehensive recent literature review on NGOs, competency and job performance. This paper proposes a conceptual framework to further understand the competency in influencing NGOs worker throughout the job performance. This paper is then developed into concrete research hypothesis for future studies. The framework developed is conceptual and quantitative in nature. First, the significance of this study can be seen from the theoretical point of view. Second, from the applied significance perspective, this study is able to provide better understanding on the workers performance in the service sector within the NGOs context. The definition and model developed for measuring performance can contribute significantly to existing literature on excellence measurement. In summary, this paper expected to propose the conceptual framework for future researchers to investigate and provide the empirical evidence on the relationship that exists between the competency and job performance.*

**Key words:** NGO, non-governmental organization, competency, job performance

## INTRODUCTION

Job performance of workers plays a significant reflect deciding an organization's performance since exceptionally performing people will have the capacity to help organization to accomplish its key points in this way supporting the organization competitive advantages [75-39]. In the meantime, learning on workers' job performance will permit managers to settle on different sorts of choice running from pay, advancement, and preparing as a premise for performance change to the degree of suggesting an end [102]. Likewise, accomplishment in job performance is a passage for harvesting monetary and non-money related prizes for workers [131].

Challenges ascended from the impact of globalization, evolving demographics, abilities gaps and worker insufficiencies that can all influence a country's capacity to keep up its aggressiveness can likewise influence the job performance of workers [33-47-77]. The numerous difficulties that workers need to face because of the dynamism of work environment had brought about troubles for workers to keep up their job performance [49]. Unexpectedly, managers have a tendency to have exclusive standards concerning workers' job performance by persistently checking their job performance through different execution administration activity [39]. Subsequently, excellent job performance will must be kept up and work power will must be decently outfitted with the right abilities and arranged to guarantee organizations don't miss out because of lack of capacity to cope both broadly and globally [126]. Non-governmental organization (NGOs) in this setting would not be estranged from the comparative environments. NGOs refer to the systems that are not part of the government and they do not act for profit [8-70-71]. They aimed to resolve the problems, particularly for disadvantaged people [2-44-68-70]. NGOs (whether registered or unregistered organizations) can support the evolution of the country [73-105-127].

This study concentrated on non-governmental organizations (NGOs), competency and the job performance of workers in the NGOs. Past studies related to NGOs had shown that the

importance of NGOs had increased throughout the world, both at the international level [45-107-118-129] as well as at the national level [16-38-116]. The United Nations (UN) too had broken its own scheme to supervise the growth of NGOs around the world [86-91-135].

## PROBLEM STATEMENT

In the past, there were many researches on organizations. There were various issues discussed range from identifying problems faced by organizations on issues of productivity and skills shortages [55-110-123-139], organizational performances [119], staff training and performance [67]. However, the above-cited subject areas were not concentrating on the job performance of workers in the NGOs. Nevertheless, the researcher [110] mentioned that the job performance of workers in the service sector was found to be down due to the lack of the competency.

Furthermore, in view of the organization, which are tiny in size, it is a common practice to carry out researches with the scope, focusing on a sectorial basis, which is based on services [7-29-37-59-60-76]. This is because the relevancy of conducting research by subsets of each type may not indicate much about their relative importance if analysis was carried out given a lot of the organizations are very tiny, thus the outcome of any analysis may not leave a great impact on the overall performance of each of the type [58]. As such, taking from this perspective, the investigation of the job performance of the workers of this study was carried out on the workers from service NGOs as a whole thus making no distinction within the sub-sectors.

In addition, past research had also revealed the uniqueness of the nature of work for those involved in the service setting [9]. This uniqueness was due to workers being the key participants in any service transaction, thus the reputation of an organization can be easily defamed by a single worker's job performance [106]. In other words, the job performance of workers as when the service is rendered is critical to community satisfaction.

Accordingly, the theory of performance by [24] stipulated that job performance is a function of declarative knowledge, procedural and skills knowledge and motivation In other

words, in order to perform a job well a person needs to know what to do (having clarity of job expectation), how doing it (possessing the competency) and possess the desire to do it (being motivated). Previous studies had also discovered several factors that can specifically affect the job performance of workers in a service setting.

In addition, workers in a service setting also need to possess the right competency in order to be effective in their job performance. According to [140], it is necessary for service workers to be skilled and trained in order to deliver effective services. Some examples of competencies that are necessary for service workers consist of friendliness, concern, insight, communicative and adaptive were noted [56-98]. Previous studies [104-121-132] on the relationship between competency and job performance were conducted abroad while studies on competency in local [5-37] focused on issues either related to the workers entrepreneur.

Moreover, evidence from the Census on the Establishments and Enterprises 2005 showed that the skills shortage (lack of competency) among the workers had contributed to the low level of labour productivity [36]. Therefore, it is necessary to carry out a study to examine the effect of competency on the job performance of those workers working in the service sector, NGOs to add on to the present research on the competencies.

Although the above-mentioned researches have studied on the competency as their independent variables, they were not carried specifically in the context of NGOs. Thus, there is a need to carry out a research again concerning the the variables (competency) in relations to the job performance of workers within the context of NGOs. Moreover, studies on worker's job performance concerning competency [57-104-121-130-132] were mostly conducted abroad, and thus lack of evidence exists in local to understand the job performance of workers, especially those in the service sector NGOs.

## LITERATURE REVIEW

### Job Performance

Job performance has always been seen as an important component in employee management. Job performance has been tied up with the ability of the employees regarding their respective work goals, fulfilling expectations as well as attaining job targets and/or carrying out a standard that are devised by their organizations [20-46-84].

### Job Performance Defined

Most people will immediately define job performance as what a person gets along at work. Thus, different stages of job as well as the complexity of a job can affect the overall performance of the jobholder [1-96]. In fact the definitions of job performance are frequently unclear and hardly being specific thus making them less useful [26]. This could mean that job performance as a construct can be specified in different ways since it can be pretended by the stage and complexity of the job [51].

According to a study [112], job performance as the termination of two facets, which consist of the abilities and skills (natural or assumed) that an employee possesses, and his/her motivation to apply them in order to perform a better job. In addition, industrial psychologist may have a wider scene of what performance may mean. The discipline of

psychology view job performance from the multidimensional construct perspective [14-21-25-65-114-133].

In order to explain better the meaning of job performance, Campbell and his associates developed the theory of performance, which helps to highlight the importance of having an accurate understanding of meaning of performance in analyzing a person-job performance [24-25-26-27-88].

The researchers [27] defined performance as "synonymous with behaviour. It is something that people actually do and can be observed. By definition, it includes only those actions or behaviors that are relevant to the organization's goals and that can be scaled (measured) in terms of each individual's proficiency (that is, the level of contribution). Performance is what the organization hires one to do, and do well". Campbell et al. mentioned that only action that can be measured could be regarded as performance. Furthermore, the behavior is referring to those that are controllable and that will be geared towards the organization's goal [27]. Even though there were many efforts to introduce various frameworks of performance, Campbell's de widely accepted as the basic definition for performance [21-95-114].

In view of the above mentioned definitions, job performance in this study is therefore defined as what an employee is expected to do in relations to the demand of their job as when they are hired and covers only those actions or behaviors that are relevant to the organization's goals and measurable in terms of each individual's proficiency.

### Previous research on Job Performance

Previous investigations on job performance had discovered a number of factors that could have defined the employees' implementation of job-related tasks. These factors include elements which characterize an employee, an organization and surrounding or conditions in which they operate. One of the elements that had been associated with job performance is commitment. For instance, a longitudinal study of twenty-five years by [69] on the effect of organizational commitment to the salesperson-job performance was done across fourteen countries with research carried on sales employees and non-sales employees.

It has been found out that employees' dedication to the organization and the duties they are responsible for are closely interconnected. This finding suggested a stronger relationship occurred among the sales employees than non-sales employees. In accession to that, correlation between employees' dedication to the organization and their implementation of job duties is stronger when workers cooperate in group to reach a common goal rather than when emphasis is placed only on personal achievements. It means that when the workers commitment is high, their job performance will increase accordingly.

In order to define the elements that could impress the job performance of nurses in Riyadh, a survey was carried out by [6]. The study found that job performance was positively associated with employee organizational commitment and job satisfaction as well as with some personal related factors like age, experience, gender, nationality and marital condition. Job satisfaction had also received attention in other researches. In the same manner, through a study that was taken on the casino employees in Macau, it was also

discovered that when employees are content with their job, it positively affects their accomplishment of job duties. On the other hand, lack of interpersonal skills had also found to contribute to poor performance [52].

An empirical study was held out by [112] who attempted to investigate the factors defining perceived job implementation by observing the workers operating at the fabrication factory in northern part of Mexico. In order to understand the nature of employee job performance, researchers considered such factors as to what extent the workers are content with their work, how old are they and what their educational background is. The survey proved again that if the workers do like their job, their task execution will be much better.

In the study, variables like job satisfaction, age and education were hypothesized to cause an effect on employee job performance. The survey demonstrated that job satisfaction was again found to sustain a confident relationship with task execution as shown in the past studies. Moreover, this study had found no substantial relationship between age and education with shop floor employee performance. The researcher [112] further noted the level of an employee's education doesn't have a strong influence on his implementation of job duties. Similarly, study of nurses found that an employee's academic degree isn't closely connected with the way he executes his job responsibilities. Besides that, scholars [97] found out various cases when an employee's academic background does have a positive impact on his tasks execution.

Scholars [72] in Northern Cyprus carried a research to understand to what extent a strong desire to be the best among others, belief in one's abilities to succeed and determined endeavours affect the workers' job implementation. The results indicated that self-efficacy, competitiveness and effort increase the quality of job implementation of the Frontline employees.

Similarly, the effect of self-efficacy was also investigated by [32] among the hospital employees in Italy. They had likewise found that self-efficacy together with psychological climate have positive effects on the work outcome in terms of business execution. In a separate study, the focus was on how employee's emotional state of being while experiencing pressure, an organization's efforts to meet its employees' needs as well as needs required for selling influence the way retail sailors perform their job.

In a separate study, an effort was pulled in to study the causal relation between role stress, customer orientation, selling orientation, and job performance of retail salespeople. The study brought out that if employees experience stress of pressure at work and if they don't have a clear understanding of their responsibilities, it will negatively affect customer orientation, which in turn will cause poor job duties implementation [74].

Meanwhile, the research was also directed to determine whether job demands and job resources could affect the job performance while being mediated by burnout among the front employees working in the banking sector [15]. The study also examined the moderating function of client orientation in the kinship. The results showed burnout mediates the effects of task demands and business resources

on business performance and turnover intentions. Customer orientation was related directly to burnout and job performance and act as a fender to the dysfunctional effects of task demands on burnout and job performance.

In order to determine whether motivation, ability and role perception can be the predictors of job performance, an investigation was carried out on seven Ethiopian public organizations. The study uncovered no substantial relationship between ability and workers performance as compared to motivation and role perception, which experienced a positive impression on public presentation. The effects had also shown that even though motivation can affect the performance of employees, its force will worsen as the employing years of experience starts to increase [54].

Job performance is further studied in relation to personality factors. A study by [113] was run out among the call center's employees, to explore the relationship between personality factors (of the five-element model) and tasks implementation. Job service execution and emotional fatigue were taken as the main criteria. Using structural equation modelling as the data analysis tool, the study revealed (not including a person's orientation towards the outer or inner world) the residue of the Big Five personality traits which includes such characteristics as the state of awareness, ability to get along with people, willingness to accept something new, ability to handle negative emotions and control the situation. According to the scholars, these factors has an influence on the way workers implement their job. At the same time, the survey also showed that ability to stay calm under the pressure at work, to handle the stressful situations and plan to quit the job come from the mental fatigue.

Furthermore, to understand how individual's traits of character, the way he performs his job and the moderating effect of cognitive ability in the relationship are interrelated, an investigation was carried out by [136]. The survey was carried out on a group of 203 warehouse employees using personality tests with aptitude as the predictors of functioning. Findings from this survey revealed that cognitive ability explained a significant 2 percent of the variation in execution. Nevertheless, when cognitive ability interacted with personality, there was a significant incremental of 9 percent of the variation in execution. This has proven that although personality can influence job performance, the relationship will become more important due to cognitive ability.

Research on job performance was also practiced among the Russian employees. The behavior of 1500 Russian workers in relation to attitudes and performance was studied by [81]. The purpose of this study was to expand the previous works focused on the understanding of how locus of control and job duties implementation are interconnected. The results showed a substantial conflict between internal and outside locus of command in relation to employee job performance. Those people that demonstrated internal locus of control tend to perform more serious but the influence of locus of control on performance was found to depart according to gender, region and supervisory status. At the same time it was also found that locus of command influence on job performance is rather low among the respondents that were reviewed.

Investigation by [125] on the export sales managers' performance was done using behavior-based command and line of work related characteristics. It was revealed that genes such as cooperative work, internal encouragement, acknowledgement, inducements, possession of professional skills and experience, the focus on selling requirements and customers' needs can influence the job performance of those exports sales managers and the factor psychic distances do moderate the relationship between those behaviors-based control factors and public presentation.

Study by [90] was led to study the relationship between goal settings, employee involvement, and workplace optimism with individual job performance. It was hypothesized that if an employee has a determined aim to achieve, he will be more interested in his job, which in turn will give him an optimism for a good performance. As the result, optimism will lead to a better job implementation. The written report indicated, all hypothesis were supported and concluded that individual job performance can be determined by those three variables.

The above-mentioned literatures on job performance research had shown that many factors could influence the job performance of workers. However, the above-cited subject areas were not specifically tailored to the studies related to the task performance of workers in NGOs. As indicated by the theory of performance [27], job implementation component is a function of factual knowledge, imperative and skills knowledge and incentives [24-27]. That is to say, if a person wants to do the behaviour in one of the characterizing indicators, he should have a clear understanding of his duties (having clarity on job outlook), how doing it (possessing the competency) and have the desire to perform it (being moved). Thus, this study will add onto the previous studies by looking at competency to determine their relationships with the job performance of workers in NGOs.

### **Competency**

The idea of competency was mooted in the early 1970s, when David McClelland the then distinguished professor from Harvard was requested by the United State Information Agency (USIA) to probe into the persistent problems that the agency was facing concerning selection procedures. The selection procedures of the agency had a propensity to do away with blacks and minorities and very often chosen people does not perform as required.

In his effort to investigate what, when wrong, McClelland had to carefully take note on job performance and to identify the best practice of those who were successful in their line of work in terms of how things are done and why they are done in that way, which in other word McClelland was trying to key out and generate the predictors of job performance [42]. At the final stage of his investigation, McClelland discovered that such factors as ability to evaluate others' abilities, consideration of cultural differences and professional competence in the management area were the elements that distinguished between a successful performer and an average performer concerning the agency Information Officer positions [42]. McClelland found out that in order to make projections about the quality of job implementation,

employers must evaluate employees' competencies [61-64-87].

Subject field of competency was followed by Richard Boyatzis, and under the guidance from McClelland published a book known as "The Competent Manager" in 1982 that had been denoted to by many scholars of competencies where Boyatzis expressed that managers will have a model of management either explicitly stated or documented in published organizational documents [23].

The researcher [23] further went on to build up a model known as the "Model for Effective Performance". This model stipulated performance to occur, in that respect are three components that must be present at the same time (overlapped). Those three components are the functions and demands of the job, the organizational competencies. The greater the overlapping of these factors the greater it will in increasing the effectiveness on the job. In conclusion, whether a person is able to do or unable to practice a job can be determined by competencies which in turn are useful in the quest for performance improvement [23-43-50-83-121].

The other researcher [34] cited that past literatures often view competency as the combination of professional capabilities and those related to the employee's behaviour at work. [89] also stated that competencies that are the outcome of job analysis provide information that would be able to relate work and people together for the purpose of performance improvement. Previous studies by [99-100-103] revealed that when competencies were aggregated over time and persons, it will contribute to the betterment of the organizational efficiency and potency. Their discovery was further backed up by [30] where competency is said to be necessary for organisational growth and shall get a potent instrument for effective human resource management practices [11] which will eventually contribute to steady performance [75] and sustaining firm competitive advantage [17].

In relation to individual performance, competency is set to become the benchmark (yardstick) against an individual performance, which allow assessment of performance to be done at any spot of time and to suffer a continuous performance management [94]. In other words, through competencies, an individual performance can be made known and many organizations have found to apply competence based training as an instrument to enhance the quality of job implementation of managers. The necessity to consider an employee's competencies appears when his skills and abilities are worse than the requirements which employers demand [4].

### **Competency Defined**

A number of analyses have been conducted regarding competency. Competency can be classified in to the following three categories as specified by [93]:

- Job specific competency: Such kind of competencies is needed in parliamentary process to execute a job properly.
- Relational competency: Such competencies are considered as people related competencies.
- Personal attributes competency: This deals with fundamental competencies from the inner drive of attitude, purpose, attribute or social function.

Competency can be understood in several perspectives having a range from observing that the firm is working productively to employee basic qualities, knowledge, abilities, features and characteristics that are essential for executing a task. According to [138] perspective, competency is a combination of knowledge and abilities that are essential to be adopted by an individual to accomplish the task. For this purpose, a person must be able to collect, process, calculate and make decisions from the collected data. Similarly, [18] describe competency as a set of related knowledge, abilities and characteristics that distinguish between good performer and an average performer

Furthermore, the researcher [109] defined competency, as a balance that occur feelings, and interested in knowledge and abilities which are tied to the individuals rather than to the chores. Also, competencies are capable to determine the abilities of active performers in an active working environment. Basic competencies that must be taken by all the employees include knowledge, sciences and abilities, soft skills and behaviours for the performance of an effective task [83-108-109].

The exploitation of organizational competencies in personnel choice and valuation, defined behavioural collections, that is to say their sets of behavioural guidelines, which are linked to work performance and distinguish excellent from average performers was studied by [120]. If we focus on the opinion of [13], they considered it as job related having several evident performance characteristics. The aforementioned features involve knowledge, behaviours, skills and attitudes.

In addition, this comprises of collective effort, procedures and administrative attributes that are linked with performance that makes sure the provision of the system with maintainable competitive benefit.

In contrast, in accordance with the opinion of [85], competencies are basically human potentials that can be easily measured are pre-requisites for productive work performance requirements. According to [43], competency is basically a set of characteristics that comprises of knowledge, abilities, frame of minds, thought outlines, and the like-that, when employed either individually or collectively, gives a better work performance that is advantageous in many perspectives.

Competencies can be regarded as the mixture of implicit and explicit understanding, attitude and potentials which makes an individual or an entity competent enough to execute his or her job affectively [41]. In addition, [82] explained his view of competency as those characteristics and abilities that are needed by an individual to execute his job. [124] defined competency as the efforts made by an individual to achieve a particular job related assignment that happens with a certain status.

The mechanism defining competency in a brilliant manner was put forward by [10] that stated that competency is all about what an individual should know and what he is supposed to do with that knowledge or skills. Moreover, this process includes summarizing fundamental outcomes zone or major responsibilities of the individual, competencies and crucial productivity can be attained. In simple words, an

individual should be having all the abilities to perform the job that has been assigned to him or her.

Competency was analysed on the basis of following three elements that were figured out by examining the relevant literature by [63]:

- A noticeable performance [19-22]
- The criterion or feature of the outcome of the individual's performance [53]
- The fundamental characteristics of a person [23-122]

If we focus on the most applied and widespread definition of competency, it was put forward by [23] according to which competency is basically the principal feature of an individual which are shaped and influenced by the effective work performance. Moreover, in his opinion, it shows potential and talent of an individual and this is a determining factor whether an individual can handle his task in a productive manner or not.

Therefore, a job competency may possibly be a mot image or social task, or a form of knowledge that is employed by a person. It is to be noted that it is not essential that the person who possesses such characteristics is aware of those abilities. A similar perspective was given by [92] that took competency as the motivations, qualities, self-conceptions, approaches or standards, content knowledge, or intellectual or behavioural sciences.

Focusing on all the available literature concerning the definition of competency, different features of competency were highlighted in this study that includes knowledge, abilities, qualities and traits so as to perform a job.

#### **Previous research on Competency**

A lot work has been done concerning the competencies in several industries, particularly from the managerial viewpoint concentrating on the required competencies. It is significant for managers to have the capabilities of scientific determination, communication, organization, learning, and social action [141,142] had carried out an investigation regarding the competency model of a family organization by implementing the Behavioural Event Interview (BEI) whereas related approach was also examined by Shi in the telecommunication industry of China by [134].

The researcher, [117] also examined the competency and he focused at whether all middle level managers had similar competencies. On the other hand, similar approach was adopted by [101] and they carried out an investigation on junior managers by employing reflection and questioning technique. Moreover, competency was observed greatly on the research and development (R&D) employees in Taiwan to find the fundamental competencies amongst them [79-137]. Additionally, as a reaction, [28] investigated subjects related to competency to validate the utilization of employee competencies as an essential tool for competitive benefit for organizations.

80 senior managers were chosen by [4] so as to investigate regarding the competency model amongst the managers serving in hotels and restaurants. It was figured out that computing, languages, and economic-financial administration competencies require methodological and administrative requirements. In addition, it was figured out that generic

managerial competency requirements are those connected to job performance, efficacy, self-control and social relationships.

Moreover, the competency of human resource managers working on high posts was evaluated by [78] which involved the following competencies such as target and activity management, human resource management technique, functional and organizational lead, influence management and commercial knowledge.

In the meantime, competency models were utilized by [111] for organizational training in an enormous firm where the following five components were considered significant:

- Concept
- Leadership
- Interpersonal relationship
- Administration
- Technology.

[121] inspected more than 200 professions in industries and organizations in a meta-analysis that involved science and technology field, education field, manufacture industry, distribution industry, services, government institutions, military, medical and health care, and religion. This study evaluates the amounts of natural processes associated with work performances along with the review upon relevant studies of past twenty years. As a result, the study put forward five universal competency models for various profession, particularly special technologists, salesmen, community workers, directors, and entrepreneurs.

[62] studied the influence of the commitment-control linkage upon the competency management model. They also evaluated the facilitating effect of behaviour, subjective norm and perceived behavioural control in the application of competency management. It was observed that competency management is more employed within a commitment than within a mastery approach. Thus, the relationship between the commitment approach and the utility of competency management was facilitated by behaviour and perceived behavioural control. Moreover, [48] reviewed the competency requirement regarding entries level supervisory employees in the golf and club management industry.

The studies showed that the employees tend to have similar levels of competency requirements as that of managers and other workers in the hospitality industries. The mentioned studies have also provide that previously the studies regarding competency management had remained focused on the identification of the various types of competencies needed by employees rather than the development of competency models. In the following portion, the influence of competency on the job performance of employees has been reviewed in the light of existing literature.

#### **Relationship between Competency and Job Performance**

Job performance is expected to be successful when the individual characteristics as well as competencies are strong [87]. At work, the human performance can be enhanced through his enriched competencies [63]. Training allows for the development and assessment of competency which is directly correlated to job performance [63]. Furthermore, a positive relationship has been managed between competency

and job performance [40-80]. [61] also observed a positive relationship between the two aspects. [12] stated that organizations as well as individuals could increase their levels of job performance to the highest through an increased level of competencies.

For the Ethiopian corporations and their high customer contact areas, the Frontline employees and their competency levels need to be understood. For this purpose, [104] carried out a survey. After a thorough assessment, it was observed that the basic marketing competency indicators were not demonstrated by most of the front desk service area employees. Hence, the customers were dissatisfied by the service being provided by the Ethiopian organizations and they were ranked as poor service providers. In the present research, a service setting has been taken into account and it is the objective to state that the employee competency level is a critical characteristic to satisfy the customers as its absence could lead to high levels of dissatisfaction. It is essential to have the right set of competencies to be successful. The Thai public sector operation was analysed by [132] in Thailand. The Behavioural Event Interview by [121] was used to understand the key competency factors which were present within the top performers of the organizations. There were 23 competency factors which were extracted from these top performers and they stated that for superior performance and a respectable business, concern for order, accuracy as well as quality was the most essential.

A banking sector case study was analysed by [130] to understand the competency levels. The appropriate competency modelling approach was to be extracted as part of the research objective. This approach is required to be in line with the strategic business goals to achieve the long term objectives. A competency based approach for performance management was brought forward by the end of the research. [57] conducted a research where focus was maintained upon the different kinds of job competencies and how to distinguish between them for the managers to be able to carry out enhanced performance. He also focused upon the learning to practice methods which would help the managers attain the competencies and understanding if the managers attained the self-directed learning attributes. This survey was conducted in Malaysia and it was concluded that competencies such as job knowledge, management and communication are essential to be present for a manager to provide successful performance.

A survey was conducted by Kyambogo University engineering lecturers. The objective was to state that efficient competencies have the ability to bring forward enhanced performance. The results indicate that lecturers who attained the relevant competencies could provide the desired and effective performance. The Taiwan nurses were analysed by [128] where they were required to carry out a self-evaluation. This evaluation comprised of their job demands; own competencies as well as the job performance. The study clearly showed that competency and job performance had a strong relationship.

Competency is an aspect which has been researched in several ways in the past. However, most of these researches were focused upon using the competency model to identify

the desired competencies. Many of the researches did not take into account the competency of the employee and only focused upon the organization competencies. The manager was being used as a unit of analysis in some of the research reports and they were only interested in identifying those competencies which must be present within the employees to benefit the organization at large. This specific focus has brought about a gap in the research studies as they need to understand the competencies of the employees rather than the organization. It must be clearly understood if the competencies have the ability affect the job performance of the employee or then if the desired competencies would enhance the performance level of the employee. Competency has been used as a variable for various research studies but there is limited empirical evidence present which states the link between business performance and competency within the context of the NGOs and their employees.

### RESEARCH FRAMEWORK AND HYPOTHESIS

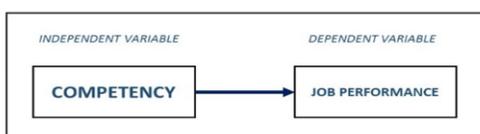
The objective of conducting this research is to determine the relationship that may exist between competency and job performance of the NGOs worker. Practically, all research studies in social and behavioural sciences irrespective of disciplines need a rationale or basis for directing inquiry. [115] said that research framework is a representation of conceptual of how a researcher formulates logical sense or theorizes of the relationships between various parts which have been classed as significant to the problem of research. In principal, a framework of theoretical attempts to integrate important pieces of information mainly varying in a coherent approach and thus conceptualizes a problem which can be looked into. A theoretical framework usually provides a formal explanation of the relationships among independent, dependent, moderating, mediating, control and extraneous variables in order to ease the reader in understanding the theorized relationships.

To summing up, the study's objective is to analyze the relationship between independent variable namely competency and dependent variable namely job performance. Hence, this paper proposes to produce a theoretical framework of the study and propose hypothesis to be examined based on the relationship among the variables.

[115] mentioned that the concept of research framework is to explain the relationships between the variables in a study. The construction of the research framework of this study is prepared based on the literature review of the theories and concept of competency and job performance.

Although there were many variables that have been identified to have influence on job performance, few of them were consistently supported by studies that investigated specifically on [24] had defined it. This is mainly due to lack of a standard definition for what constitutes job performance [35].

**Figure 1.0 Research Framework**



Therefore, a research framework is developed in relation to the hypothesis of this study as shown in Figure 1.0.

### Statement of Hypothesis Development

Hypothesis are statements in quantitative studies, in which the researcher formulates a prediction or a supposition around the outcome of a relationship between the variables. [31] mentioned that hypothesis are traditionally employed in observational research and they do as research questions that narrow the purpose of the statement to specific predictions. Theories are a clear statement of what is expected to be studied. Generally, hypothesis development is set up prior to the conduct of the research that identifies the main concepts involved in the study.

Passing upon the literature review discussed in the previous part and the proposed research framework, hypothesis statements have been conveyed based on the relationships between competency and job performance. This study will principally investigate the relationship that exists between the independent variables and dependent variable. Thus, the following research hypothesis was developed based on the given research framework (see *Figure 1.0*) and to analyze the relationship between competency with the job performance of employees:

Direct Relationship Hypothesis Statement of Independent Variable

**H1: There is a significant relationship between competency and job performance.**

The above hypothesis state the relationship between independent variables and the dependent variable and will be verified in the next phase of this study. [31] defines hypothesis testing as a process of formulating decisions about outcomes by comparing an observed value with a population value to ascertain if no difference or relationship exists between the values.

In order to test the framework and hypothesis, non-governmental organization's worker will be selected as a samples. This population is selected as a groups that have deemed to own significantly higher commitment sense to ensure the non-profit resiliency by improving their competency. In the research conducted by [87], he pointed out that competencies and individual characteristics predict successful job performance. Furthermore, these organizations represent various types of NGOs such as politic, charity, social, recreation, mutual benefit, art and culture, trading, professional, rights, security and religion.

### CONCLUSION

This paper proposes the conceptual framework that may work for upcoming research to run with empirical proof on the relationship that exist between the competency and job performance and the researchers expect that the research result will contribute to the professionals to rationalize additional determination in refining the job performance. Worker is an asset for the organization, therefore the success or failure of the organization depends on worker's job performance. Hence, the paper examines and studies the literature review on worker development and its effect on worker's job performance and the key variables identifies

related to workers development and their performance. The further discussion develops a proposed model which explains the relationship between worker development variable (competency) and job performance and consequently the worker performance will affect on organizational effectiveness. Thus, this research might provide better understanding to the decision makers on the competency significant role in relation to the job performance.

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