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RESEARCH ARTICLE

ORGANIZATIONAL COMPETENCY, BUSINESS STRATEGY, LEADERSHIP, KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL SURVIVAL OF THE AUTOMOTIVE PARTS INDUSTRY: EXAMINING THE MEDIATING ROLE OF BUSINESS GROWTH

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ABSTRACT

This research aimed to study 1) To study the influence of organizational competency, business strategy, leadership, and knowledge management on business growth of the automotive parts industry. 2) To study the influence of business growth on organizational survival of the automotive parts industry and 3) To study the influence of organizational competency, business strategy, leadership, and knowledge management on organizational survival through business growth mediates of the automotive parts industry. The researchers utilized a quantitative analysis, and the data set was analyzed by descriptive statistics and path analysis model. The research instrument was a questionnaire and conducted through randomly selected 198 executives at 618 companies of Thailand Auto Parts Manufacturers Association. The research results found that all hypothesis was significant. Whereas business growth mediates, has been related to the other variables. The path analysis model was completed with empirical data at the acceptable level consists of: $\chi^2/df = 0.106$, p -value = 0.956, $GFI = 0.999$, $AGFI = 0.996$ and $RMSEA = 0.000$.

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INTRODUCTION

The Cabinet passed a resolution on June 30, 2015 to approve the establishment of the committee for formulating 20 years National Strategy (2017 – 2036), which is the main master plan of sustainable development of Thailand. By brainstorming through the participation in all sectors of Thailand, including the government, private sector, social sector, community sector in every step towards determining the strategic details under the vision "The country is prosperous, stable, prosperous, sustainable, is a developed country. With the development of the philosophy of sufficiency economy "to drive Thailand through 6 strategies which are like the direction of Thailand under the national development plan for the long term continued development. It is also aware of the direction of the national development plan for the period of 4 years from 2017 to 2021 that is coming during this period. How to transfer the strategy that is going on in line with the national strategy, which can be regarded as a real reform of the country. To outline a strategy on issues important to the direction of the 12th National Economic and Social Development Plan, an important turning point in converting strategy into action.

In terms of development, both plans and operational projects can be seen in the last 5 years in order to prepare the national economic system to adapt to the appropriate changes. As well as national reform under the participation in all sectors at all levels the essence that has been analyzed from past situational assessments can clearly reflect development issues under the planning process. Coherence is in the same direction. It has a development framework critical to national development challenges to building a strong and competitive economy. The economy must grow at least 5%, with the goal of being economically competitive among the countries assessed by the IMD as among the first 25 countries In order to bring Thailand to the developed country to enhance productivity and use of innovation to increase competitiveness, it was found that the status and direction of Thailand's economic adjustment in the past year Thailand's Competitiveness Ranking is 30th out of 60 countries (NESDB, 2016). Thailand is facing a problem with the country, namely the middle-income trap. And extinguishing the inequality Imbalance trap These are all issues of structural problems affecting the competitiveness. Looking back over the past 10 years it was found that industrial GDP growth was only 3% per year and investment grew by just 2%. Overall (Total Factor Productivity) of the industrial sector increased by only 0.7 percent per year. This is considered

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extremely low, not enough to drive the country towards a 20-year national strategy. Therefore, the reform of cooperation of all sectors using the Thailand 4.0 model is expected to drive the country with national wealth. By creating a national development model that aims for Thailand to have a high income Shift from efficiency-driven to innovation-driven, industry for the future (Ministry of Industry, 2016). However, the world today is a new world that is different and has changed rapidly from both the environment and advanced technology, both digital and As a result, many organizations have not been able to adapt themselves to leave the market. This difference is the VUCA type of economic dynamics, which is Volatility, Uncertainty, Complexity and Ambiguity (Saowanee Chantaphong and Nithisarn Pongpiyaphaiboon, 2017). In the course of business operations, it is imperative to overcome and overcome these obstacles in order to grow and have sustainability to survive in long-term. The automotive parts manufacturing industry of Thailand are considered to be important to the country's economic development, with continuous development in line with the country's automotive industry. The volume of automotive production of Thailand has increased significantly over the past decade, with the accumulated number of registered cars and motorcycles more than 15 million and 20 million, respectively.

These numbers had reflected that in the past, there was a good growth rate of the auto parts manufacturing industry in Thailand. However, in the past five years, the auto parts industry in Thailand has been volatile as the result of the first car project by the government and the government's populist programs, resulted the bolster purchasing power in the country and greatly stimulate the growth of the domestic automobile market in 2012-2013 at a high level. However, after the end of the first car project, there was a political problem in the country that resulted in the interruption of the populism project. This has resulted in a decrease in the purchasing power of domestic consumers. Moreover, the expansion of export market of cars and motorcycles is limited due to the slowdown in the economic recovery of trading partners. In 2016, the value of the Thai auto parts export market grew by 6.0 percent to a market value of 12,498.7 million USD, including of engine \$3,655.3 million USD, car parts \$8,233.5 million USD, and automobile bicycle parts \$ 609.9 million USD. With ASEAN is the main export market for Thailand such as Indonesia, Malaysia, Philippines, Vietnam, etc., which accounting for approximately 33.0% of the total export value of Thailand.

In addition, one of the long-term problems that Thai auto parts manufacturers may be affected by the government's policy to promote investment in electric vehicles. The government aims to accumulate 1.2 million registered electric vehicles by 2036, so if electric cars come to play more roles in Thailand, it will be an important turning point in the Thai auto parts industry as electric cars have a low demand for parts (Wanna Yongphisaphob, 2017). On the other hand, from the statistical information on the registration of corporate dissolution, it was found that the business dissolution was registered from 2013-2016 as follows: In 2014, there were 18,968 liquidation registered, an increase of 1,533 registers, accounting for 9.0 percent compared to the year 2013, which was 17,435 registered. Compare with the year 2014, which was 18,968 registered, while in 2016, there was 20,938 liquidations registered, a decrease of 1,638 registered, or 7.0 percent compared to the year 2015, which was 22,576 registered

(Department of Business Development, 2017). In overall, the situation of the dissolution is likely to increase. On the other hand, there are still many successful and long-lived organizations that have not gone out of business. Therefore, the survival of the organization, which demonstrates the efficiency and effectiveness of the organization of standing in the long term, In this regard, the researcher is interested in researching the cause of various factors, that allows the organization to survive. Which the companies in the Thai auto parts manufacturing industry are considered as important to the national economic development, which, if successful in the management to make the organization survive, This will have a positive effect on the business operation and also the sustainable growth of Thailand's economy.

Research Objectives

- To study the influence of organizational competency, business strategy, leadership, and knowledge management on business growth of the automotive parts industry.
- To study the influence of business growth on organizational survival of the automotive parts industry.
- To study the influence of organizational competency, business strategy, leadership, and knowledge management on organizational survival through business growth mediates of the automotive parts industry.

LITERATURE REVIEWS

Business growth: Business growth is an imperative for entrepreneurs to take into account and place great emphasis on their business operations. The elements of business growth used as indicators are sales, market share, customer satisfaction, quality of products and services, profitability, product level, number of employees, productivity in production, and organizational performance (Sidek & Mohamad, 2014). Where organizational competence consists of the knowledge, skills and behavioral characteristics of the employees who work in the organization, organizational competence can result in the organization's outstanding performance and gain a competitive advantage in doing business (McClelland, 1973). Thus, the business strategy is one that the organization must do because the context of the business is varied and different in terms of pricing, product quality, and after-sales service. Business strategies were used as a driver to makes the organization more efficient and competitive (Porter, 1985). Porter also divided the business strategy into three categories: cost leadership, differentiation, and focus on operations. This is in line with Barry & Elmes (1997); Whittington (2007), whose focus is on delivering a unique business strategy in the area of outstanding productivity to optimize business growth (Kotter & Rathgeber, 2006). Management experts and transformational leaders describe leadership as a key driver of organizational transformation for success and sustainable growth. Which is consistent with the results of the study on leadership styles for organizational growth. It was found that the nature of organizational leadership can directly influence the business growth of the organization (Church, 2012). However, organizational leadership has many forms according to the nature of business conduct (Ivey and Kline, 2010), where a leadership model that is compatible with the organizational context can drive

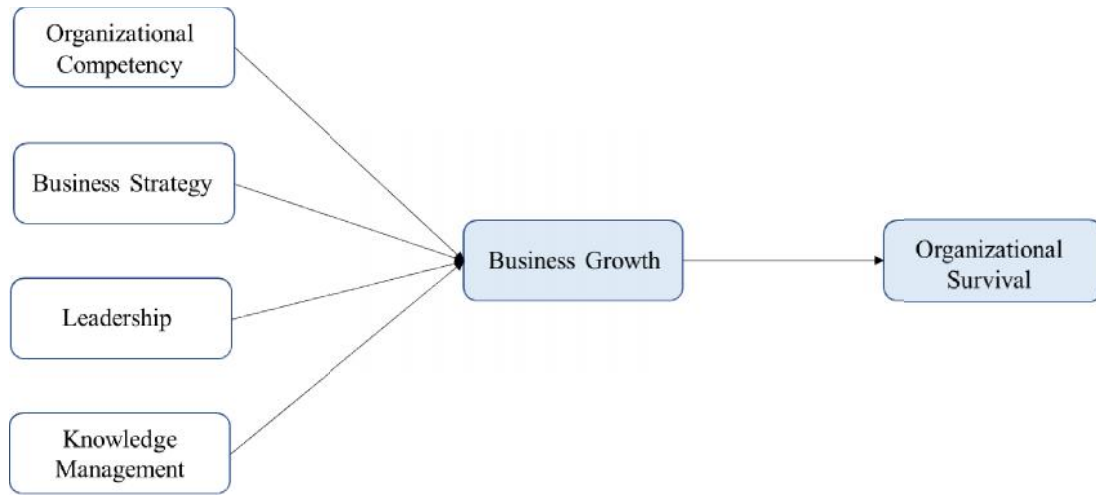
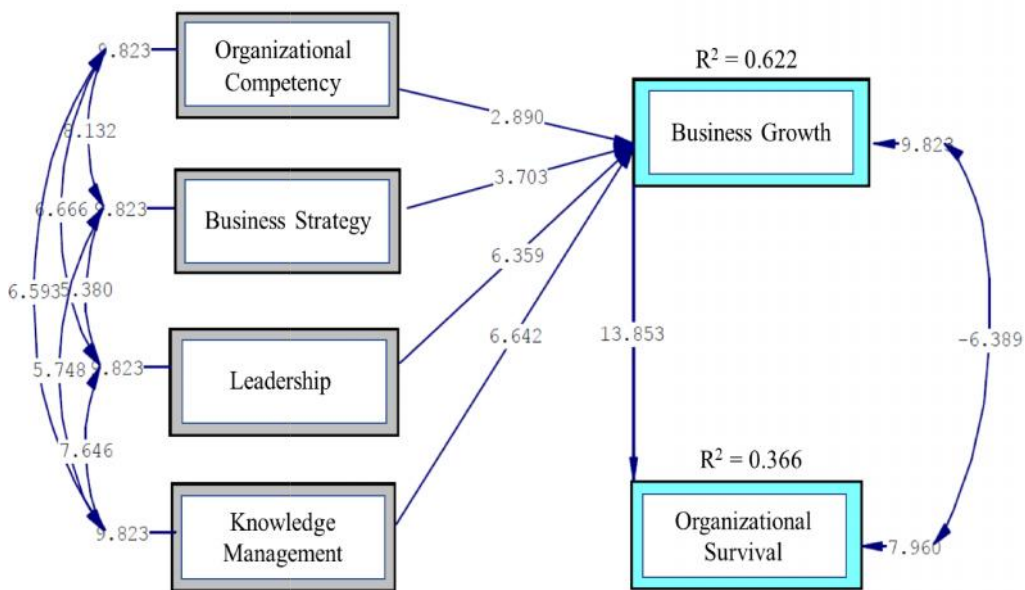


Figure 1. Conceptual Framework

Table 1. Reliability analysis based on the corrected item - total correlation and Cronbach’s alpha coefficient if item deleted, (n=198).

Variable	Cronbach’s Alpha	Corrected Item-Total Correlation
Organizational Competency	0.888	0.740 - 0.780
Business Strategy	0.898	0.739 - 0.803
Leadership	0.902	0.766 - 0.828
Knowledge Management	0.882	0.702 - 0.785
Business Growth	0.891	0.694 - 0.816
Organizational Survival	0.897	0.702 - 0.809



Chi-Square=0.32, df=3, P-value=0.95675, RMSEA=0.000

Figure 2. Path Analysis Measurement Model

Table 2. Perceived Levels Toward of Six Variables and Thirty Item, (n=198).

Variable Causes/Outcome	Mean	S.D.	Interpret
Organizational Competency	3.787	0.757	Medium
Business Strategy	3.929	0.778	Medium
Leadership	4.036	0.741	High
Knowledge Management	4.065	0.613	High
Business Growth	4.096	0.614	High
Organizational Survival	4.119	0.689	High

Table 3. Influence of Direct and Indirect effect between variable causes and outcome

Outcome Causes	Business Growth		Organizational Survival	
	DE	IE	DE	IE
Organizational Competency	2.890** (0.123)	-	-	2.891** (0.086)
Business Strategy	3.703** (0.049)	-	-	3.706** (0.034)
Leadership	6.359** (0.118)	-	-	6.372** (0.083)
Knowledge Management	6.642** (0.100)	-	-	6.657** (0.070)
Business Growth			13.853**	
Mediates Outcome			(0.151)	
R ²	0.622		0.366	

$\chi^2=0.32$, $df=3$, $\chi^2/df=0.106$, $p\text{-value}=0.956$, $GFI=0.999$, $AGFI=0.996$, $RMSEA=0.000$ Remark : DE = Direct Effect, IE = Indirect Effect, * Significant Level at 0.05 (1.960 $t\text{-value} < 2.576$), ** Significant Level at 0.01 ($t\text{-value} > 2.576$)

organizations to achieve operational results, especially transformational leadership (Burns, 1978; Webb, 2007). The balanced organizational performance management consists of four perspectives: 1) financial perspective, 2) customer perspective, 3) internal process perspective, and 4) learning and growth perspective is an important guideline for effective organizational management (Kaplan & Norton, 2001). In line with Nonaka (1991); Kogut & Zander (1992), organizational knowledge management is a key role in organizational efficiency, build a competitive edge, and increase productivity, where Senge (2004) summarized five key aspects of knowledge management: 1) personal mastery 2) mental model 3) shared vision, 4) team learning, and 5) systematic thinking. By proceeded with tacit knowledge and explicit knowledge, these key points are suggested to be implemented strictly in order to serve as a guideline on organizational development to prosper a sustainable growth.

Organizational Survival: Organizational survival refers to how the organization is able to achieve its objectives or goals through operational planning that demonstrates long-term success, such as long-term profitability, having an action plans that can reflect long-term results, and the ability to stand on a sustainable competitive arena. Which is determined by the profitability, competitive advantage, and corporate productivity. These are essential components of the organization's survival. (Thongchalerm, Nachairit & Tontiset, 2016) The criteria for measuring organizational survival consisted of eight key components: 1) The organization can lead its business to survive effectively 2) Adaptability 3) Competitive advantage 4) Profitability and overall long-term sale increased 5) Long live organization 6) Organization size and recognized establishment 7) Systematic allocation of resources and 8) Corporate growth (Waranya Yaowarati, 2017). This high-performing organization are effective at operating and survivability. On the contrary, low-performing organizations will result in a decrease in their performance and thus, their inability to survive, or if it is a listed company, it will eventually be delisted (DelaCerde, 2007). Where, key organization's core competencies such as unity, learning experience, determination, and focusing on the achievement in the work is able to help manage the organization to increase its competitiveness (King, Fowler & Zeithaml, 2001). Important business strategies for the survival of an organization should include agility, flexibility, creativity, and the cause of innovation by making the transition from employees to achieving corporate goals in one direction (Omolade & Tony,

2014); Porter, (1985) has make a strong focus on creating excellent product valued for its customers in order to make profit for the organization. It can be said that the strategy for creating an organizational competitive advantage is for organizations to differentiate their products and services in the marketplace, high income, and running at a lower cost than its competitors. Tushman, Anderson & O'Reilly, (1997) used innovation as a measure of corporate competitiveness strategy by explaining, innovation is the key to create a competitive advantage and enable the organization to survive while leading the organization to sustainability. Where leadership is a key factor that can influence the success or failure of an organization's survival and growth (Sunday, Adekunle & Roseline, 2014), in line with the Gino & Gray (2011) study of leadership and organizational achievements. It was found that leadership can directly influence the achievement of organizational goals and objectives. The organization has a great need to manage knowledge in the organization in order to become a learning organization and for support the organization to have higher competitiveness in leading the organization to achieve sustained effectiveness (Senge, 1990) is in line with Nohaka (1991); Kogut & Zander (1992); Zuo & Panda (2013); Koohang Paliszkievicz & Goluchowski (2017). Knowledge management processes can affect effectiveness, competitiveness, and productivity of the organization.

Business growth and organizational survival: Business growth has different elements depending on the context of each organization, however, most organizations use business growth metrics in terms of increasing capacity of net profit, revenue, and a significant portion of their financial footprint (Laosebikan, Oginni & Odunlusi, 2013), where organizations need a strategy that challenges in planning to make the most of available resources in order to achieve the objectives that have been set (Mullins, 2002; Akindele, Oginni & Omoyele, 2012). Responsibility for plans / activities to achieve goals and to make the organization survive should take into account of the leadership, conflict, change, uncertainty, culture, technology, organizational structure, competitiveness, profitability, and work motivation (Adeoye, 2012) However, for an organization to survive, it should have key development elements: 1) Be thinkers and observer of the situation 2) Having a high leadership 3) Analyzing growth trends 4) Successful determination 5) Building communication channels 6) Acceptance of change 7) Having a good management method and 8) having an initiative to create innovation for new changes that will happen (Kotter & Rathgeber, 2006). This research model (Figure 1) is designed to verify the factor influencing organizational survival and business growth mediates of the automotive parts industry in Thailand.

Hypothesis: The researcher has synthesized and set the hypothesis of the research as follows.

H₁: Business Growth has a significant impact on Organizational Survival.

H₂: Organizational Competency has a significant impact on Business Growth.

H₃: Business Growth mediates the relationship between Organizational Competency and Organizational Survival.

H₄: Business Strategy has a significant impact on Business Growth.

H₅: Business Growth mediates the relationship between Business Strategy and Organizational Survival.

H₆: Leadership has a significant impact on Business Growth.

H₇: Business Growth mediates the relationship between Leadership and Organizational Survival.

H₈: Knowledge Management has a significant impact on Business Growth.

H₉: Business Growth mediates the relationship between Knowledge Management and Organizational Survival.

RESEARCH METHODOLOGY

A questionnaire-based survey has been used for this research by quantitative methodology, with a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree), the data were collected from the employees of Thai Auto Parts Manufacturers Association, 2019 in Thailand as 618 executives. The response rate of the current study is 32.0 percent as 198 questionnaires **completed**. The researcher then used the data analysis techniques, as Structural Equation Modeling (SEM) to be taken by Path Analysis Model for answering hypothesis testing. Descriptive statistics were entered into the Statistical Package for Social Sciences (SPSS) with percentages, frequencies and mean concluded questionnaires. The questionnaire consisted of six variables as : Organizational competency (5 items), Business strategy (5 items), Leadership (5 items), Knowledge management (5 items), Business growth (5 items) and Organizational survival (5 items), including 30 items and which data validity by reliability test.

DATA ANALYSIS AND FINDING

Reliability Testing: All the variables have the highest Cronbach's alpha, as above 0.800 (Hulin, Netemeyer, and Cudeck, 2001), and the corrected item-total correlation was valued more than 0.600 suggested by Hair, Black, Babin, & Anderson, 2010 (Table 1).

Descriptive Analysis: The demographic information about this research report that Examining the Mediating Role of Business Growth of the Automotive Parts Industry, 198 respondents are 61.6% male and 38.4 females. Their ages of respondents are approximately 43.9% between 41-50 years old, In terms of position level, most of the respondents earn 69.2% manager. Lastly, the respondents completing the questionnaire are duration time of employment approximately 43.9% more than 15 years. The respondents are asked to indicate on a 5-point Likert scale, and interpretation of the meaning of the range for an average score is set for each item consisting of : Meaning 0.01-1.00 = Low, 1.01-2.00 = Almost Low, 2.01-3.00 = Medium , 3.01-4.00 = Almost High and 4.01-5.00 = High. Table 2. show that the analysis result of perceived levels toward of six variables and thirty items, all of them are generally at high average (mean score = 3.787-4.119 and Standard Deviation = 0.613-0.778).

Hypotheses Testing: According to Figure 2. and Table 3. , The result of path analysis measurement model indicated that it was consistent with developed following modification from

empirical data relative a chi-square = 0.320, df = 3, chi-square / df = 0.106, p-value = 0.957, RMSEA = 0.000, GFI = 0.999 and AGFI = 0.996 (Hair, Black, Babin, & Anderson, 2010).

Considered in path coefficient and square multiple correlation between causes/outcome variable for the path analysis model, the results are shown that 1) Business growth could be described by Organizational competency, Business strategy, Leadership and Knowledge management at the percentage of 62.2 and 2) Organizational survival could be described by Organizational competency, Business strategy, Leadership and Knowledge management through Business growth mediates at the percentage of 36.6.

The researcher demonstrated on the nine results of hypothesis testing as the following

H₁: Business Growth has a significant impact on Organizational Survival. The result indicated that direct effect a T-values of 13.853 at the significant level 0.01.

H₂: Organizational Competency has a significant impact on Business Growth. The result indicated that direct effect a T-values of 2.890 at the significant level 0.01.

H₃: Business Growth mediates the relationship between Organizational Competency and Organizational Survival. The result indicated that indirect effect a T-values of 2.891 at the significant level 0.01.

H₄: Business Strategy has a significant impact on Business Growth. The result indicated that direct effect a T-values of 3.703 at the significant level 0.01.

H₅: Business Growth mediates the relationship between Business Strategy and Organizational Survival. The result indicated that indirect effect a T-values of 3.706 at the significant level 0.01.

H₆: Leadership has a significant impact on Business Growth. The result indicated that direct effect a T-values of 6.359 at the significant level 0.01.

H₇: Business Growth mediates the relationship between Leadership and Organizational Survival. The result indicated that indirect effect a T-values of 6.372 at the significant level 0.01.

H₈: Knowledge Management has a significant impact on Business Growth. The result indicated that direct effect a T-values of 6.642 at the significant level 0.01.

H₉: Business Growth mediates the relationship between Knowledge Management and Organizational Survival. The result indicated that indirect effect a T-values of 6.657 at the significant level 0.01.

Therefore, all hypothesis was supported by the findings obtained from the research results and could be explained by the corresponding of Part Analysis Fit Model.

DISCUSSION AND CONCLUSION

Based on the results of the discussion of the analysis of business growth mediates success factors on 4 variables in this

study, namely organizational competency, business strategy, leadership, and knowledge management. All of them could be positively affected that revenue from sales, market share, customer satisfaction and quality of products of a company in the Automotive Parts Industry in Thailand (King, Fowler & Zeithaml, 2001; DelaCerde, 2007; Barry & Elmes, 1997; Whittington, 2007; Kotter & Rathgeber, 2006; Webb, 2007; Church, 2012). On the other hand, the influence of organizational competency, business strategy, leadership, and knowledge management could be positively affected on organizational survival through business growth mediates, whereas business growth mediates has a significant impact on organizational survival.

Where all relevant factors contributed are profitability, competitive advantage, corporate productivity and organization performance. Which corresponds to Sunday, Adekunle & Roseline (2014); Mullins (2002); Laosebikan, Oginni & Odunlusi (2013); Akindele, Oginni & Omoyele (2012). The findings of the study are important for the practitioner and policymakers of the organization performance and finally, this research also assumed that the result and components of the Path Analysis Model are important to improve organizational survival and business growth mediates in the Automotive Parts Industry in Thailand.

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