

PRIORITISING CORE COMPETENCIES TO ENHANCE  
FINANCIAL AND STRATEGIC PERFORMANCE OF  
MALAYSIAN NATIONAL OIL COMPANY

BY

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## ABSTRACT

This study investigates the prioritisation of core competencies and competitive advantages with respect to financial and strategic performance. Through this study, interviews were conducted with business unit managers from the Malaysian National Oil Company to solicit their views about the company's core competencies, competitive advantages and its relationship to financial and strategic performance. The findings from the interviews were used for questionnaire development, and the survey questionnaires were distributed to employees from the upstream as well as downstream, from general manager to executive level to rank core competencies and competitive advantages with respect to financial and strategic performance. The survey results were analysed using Analytic Hierarchy Process (AHP), a mathematical model, and is synthesised using Super Decisions software. The study finds that there is a relationship between core competencies, competitive advantages and financial and strategic performance. The study also finds that core competencies have a relationship with competitive advantages where core competencies enable the company to have competitive advantages. The study ranks the identified core competencies with respect to competitive advantages as well to financial and strategic performance in the Malaysian National Oil Company. Of the core competencies, Operational Knowledge and Skills emerge on top when evaluated as a whole, with respect to competitive advantage, financial performance and strategic performance. Strategic Initiative is ranked second, and Talent Management is ranked third. The very bottom is Managing an Integrated O&G Company.

**Keywords:** Analytic Hierarchy Process, core competencies, competitive advantages, financial performance, Malaysian National Oil Company, prioritisation, strategic performance, Super Decisions

## ABSTRACT IN ARABIC

### خلاصة البحث

تبحث هذه الدراسة في تحديد أولويات الكفاءات الأساسية والمزايا التنافسية فيما يتعلق بالأداء المالي والاستراتيجي. من خلال هذه الدراسة، لقد أجريت مقابلات مع مديري وحدات الأعمال من شركة النفط الوطنية الماليزية لاستطلاع آرائهم حول الكفاءات الأساسية للشركة، والمزايا التنافسية وعلاقتها بالأداء المالي والاستراتيجي. تم استخدام النتائج التي تم الحصول عليها من المقابلات لتطوير الاستبيانات، وتم توزيع استبيانات الاستبيان على الموظفين من المنبع وكذلك المنصب، من المدير العام إلى المستوى التنفيذي لتصنيف الكفاءات الأساسية والمزايا التنافسية فيما يتعلق بالأداء المالي والاستراتيجي. تم تحليل نتائج المسح باستخدام تحليل التسلسل الهرمي (AHP)، وهو نموذج رياضي، ويتم توليفه باستخدام برنامج Super Decisions. وجدت الدراسة أن هناك علاقة بين الكفاءات الأساسية والمزايا التنافسية والأداء المالي والإستراتيجي. كما وجدت الدراسة أن الكفاءات الأساسية لها علاقة بالمزايا التنافسية حيث تمكن الكفاءات الأساسية الشركة من الحصول على مزايا تنافسية. تصنف الدراسة الكفاءات الأساسية المحددة فيما يتعلق بالمزايا التنافسية وكذلك الأداء المالي والإستراتيجي في شركة النفط الوطنية الماليزية. من بين الكفاءات الأساسية، تظهر المعرفة والمهارات التشغيلية في المقدمة عند تقييمها ككل. فيما يتعلق بالميزة التنافسية والأداء المالي والأداء الاستراتيجي، تحتل المبادرة الإستراتيجية المرتبة الثانية، وتحتل إدارة المواهب المرتبة الثالثة. المرتبة المتدنية هي إدارة شركة O&G المتكاملة.

الكلمات المفتاحية: عملية التسلسل الهرمي التحليلي، الكفاءات الأساسية، المزايا التنافسية، الأداء المالي، شركة النفط الوطنية الماليزية، تحديد الأولويات، الأداء الإستراتيجي، القرارات  
الفائقة

## **APPROVAL PAGE**

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*To my respected parents, Krishnan Nadeson and Pakiajothi Krishnan for laying the  
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