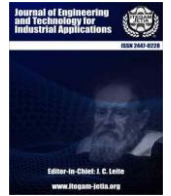




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ORGANIZATIONAL COMPETENCE IN CONDITIONS OF SUSTAINABILITY – INTERACTION BETWEEN STRUCTURAL APPROACHES, ENTREPRENEURIAL VISION, AND PERSONAL POTENTIALA

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ABSTRACT

In the current context of digital transformation, global challenges and the need to achieve sustainable development goals, organizations are increasingly in need of new management models based on a competency-based approach. The relevance of the study is due to the need to integrate individual, entrepreneurial and organizational competencies to ensure the sustainability and adaptability of organizations. The purpose of the study is to find out the relationship between these levels of competencies in the context of forming a competent organization as a tool for ensuring sustainable development. The methodological basis of the study is a content analysis of publications of 2021–2025 covering the transformation of competency-based approaches in the field of management. As a result of systematizing sources and building an analytical model, five key thematic areas of integrated competencies development were identified: strategic management, entrepreneurial education, digital transformation, corporate training, and sustainable development. The study revealed the increasing role of the digital environment in the formation of professional competence, the growing importance of interpersonal and social skills, and the need to unify management models in the global context. The practical significance of the results lies in the possibility of their application to the formation of internal policies of organizations, the development of staff training programs and the improvement of management strategies. The results obtained can serve as a basis for the development of indicators for assessing competencies in the practice of personnel management. The author suggests directions for further research, including empirical testing of the effectiveness of models of the integrated competency approach in specific industries and regions.



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I. INTRODUCTION

In an era of global turbulence, accelerated digitalization, and growing environmental and social challenges, the problem of building a competent organization capable of operating effectively in an environment of uncertainty is becoming particularly relevant. Traditional views on management can no longer handle the requirements of sustainable development which requires them to be responsible to people and the environment as well as efficient with money. Here, using a competency-based approach is considered valuable for restructuring organizations thanks to the cooperation between personal, business and organizational levels of competencies. In the system, employee competencies play a key role by driving innovation, upholding a culture that lasts and reaching the set goals.

Only employees who carry interpersonal, cognitive, digital and value attitudes are truly able to drive change and help the organization adjust to ongoing changes easily. For this reason, understanding individual skills and talents within sustainable development matters both in management and HR matters. The aim of this article is to explore how organizational, entrepreneurial and personal skills of employees are connected in the creation of a competent organization that follows the values of sustainable growth. By identifying what influences how these competencies affect each other, we can develop a different way of making decisions for managers aimed at making companies more flexible, inventive and responsible in the modern world.

II. LITERATURE REVIEW

Today's scholars use an approach that examines various aspects of how a competent organization forms in support of sustainable development, by studying links between organizational, entrepreneurial and individual competencies. The development of employee abilities in digital contexts is widely studied, pointing out that competencies such as digital literacy, working with people and keeping up with learning are essential for organizational adaptation [1], [2]. Currently, organizational effectiveness is considered primarily by focusing on what skills workers and organizations have and researchers argue that to secure organizations' futures, legal, managerial and digital models are necessary [3-5]. On the other hand, entrepreneurial actions are considered important for change in complex systems [6-8], as they depend on initiative, innovative ideas and taking well-planned risks.

Different professionals shape and outline competencies to focus on the main issues and skills needed in management, business or education. To illustrate, by [4] explains how digital transformation and managerial change lead companies to build new competencies for individuals as well as for the organization as a whole. According to [9] consider that value, ethics and leadership skills are important for sustainable entrepreneurship. In their turn, by [10] pay attention to the interpersonal and civic abilities that enable an employee to play a role in innovations and important societal matters. According to [11] look into the mental and emotional aspects of being an entrepreneur, whereas by [12] argue that an emphasis on the environment and innovation is needed for reaching sustainable development goals. It confirms that employee skills are not simple and analysis of all skills is important for the concept of a competent organization.

Analyzing closely how different competencies affect each other explains why an interdisciplinary approach is necessary, using aspects from economics, law and psychology [11-14]. Looking at how interpersonal skills and civic-mindedness help people start businesses is starting to attract more focus [9], [10], [15]. According to [16], [12], [17], sustainable development requires a shift in company culture in line with global sustainability goals. The issues of environmental responsibility, natural resource management, and investment in intelligent technologies are studied as key elements of sustainable strategic management [18], [19]. At the same time, attention is drawn to the decentralization of governance and the development of institutions' capacity for innovation [20], [21], which creates a favorable environment for the harmonization of organizational structures.

At the level of applied models, researchers propose tools for leadership, digital transformation, and institutional project management [22], [23] that ensure the operationalization of integrated competencies. Particular attention is also paid to social entrepreneurship as a form of combining economic efficiency and social impact [9], [24], [25]. Of particular importance for the study are publications that focus on the sectoral and legal aspects of competence development. In particular, [8] reveal the specifics of entrepreneurial competencies in the gastronomy sector, demonstrating the importance of adaptive management and strategic thinking. In turn, [24] analyzes the regulatory framework for digital governance in the EU, which forms a conceptual framework for the development of organizational responsibility in a networked society.

Further analysis of the publications shows that modern scientific thought also covers aspects of sustainable leadership, overcoming digital inequality, and introducing innovations in public administration. For example, by [9], [12] focus on the role of sustainable entrepreneurship in achieving the Sustainable Development Goals (SDGs), emphasizing the importance of developing innovative thinking and value orientations of leaders. The study by [10] emphasizes the development of knowledge and interpersonal competencies as a prerequisite for civic engagement and entrepreneurial intent. Some works highlight case studies from developing countries, demonstrating the link between socio-economic dynamics and the formation of a competent organization [15], [26].

According to [18] emphasize the impact of investments in artificial intelligence on sustainable development, while by [17] analyze the role of natural resources in transformational processes. Significant attention is also paid to fiscal policy as a tool to support organizational change within the sustainable development model [19]. Studies of political governance and the internal organization of institutions that reveal opportunities for decentralization, development of managerial autonomy and adaptability bring an additional perspective [20], [21]. At the same time, the fundamental concepts of ideological and systemic thinking are outlined in [14], [23], which substantiate the value base of organizational engineering.

In the modern scientific discourse, employee competencies are mostly defined as a combination of knowledge, skills, personal traits, and behavioral models necessary for the effective performance of professional tasks in the context of digitalization and organizational change [1],[4]. At the same time, competencies in the context of sustainable development cover a much broader spectrum – they include values, environmental awareness, social responsibility, and the ability to act for the benefit of the common future [9], [12]. Thus, sustainable development requires not only professional, but also moral and civic maturity of the employee, which transforms the idea of the content and goals of the competency-based approach. Despite this, the mechanisms for integrating organizational, entrepreneurial and individual competencies into a single management system, as well as empirical models for assessing their effectiveness in achieving sustainable development goals, remain insufficiently researched.

III. METHODS

The study is based on an interdisciplinary approach using the methods of systematization of scientific sources, comparative analysis of competence concepts and analytical modeling of the relationship between key levels of employee competencies. Elements of conceptual analysis were used to identify the main categories characterizing organizational, entrepreneurial and individual competencies in the context of sustainable development.

The analytical model was built on the basis of generalization of current theoretical approaches and comparison of practical examples of implementation of competence strategies in different types of organizations. This approach made it possible to formulate a generalized structure of competence interaction as a basis for assessing the adaptability and sustainability of organizations in a dynamic environment.

VI. RESULTS AND DISCUSSION

Modern theoretical approaches to the definition of a “*competent organization*” focus on its ability to adapt to a changing environment, effectively manage knowledge, develop human capital, and ensure long-term sustainability in the context of sustainable development. Such an organization not only possesses a set of structural and procedural competencies, but is also able to integrate individual and entrepreneurial competencies into strategic activities. The formation of a competent organization is closely related to the concepts of a learning organization, network management, and adaptive leadership, where interpersonal skills, digital literacy, and the ability to think innovatively play an important role [4]. Studies also emphasize that organizational competence is not a static state, but a dynamic process of continuous development in the face of sustainability challenges [10].

Some authors emphasize the importance of entrepreneurial competencies within the organizational structure, which allows for the effective implementation of innovative projects and the transformation of market opportunities into sustainable results [6], [9]. At the same time, personal characteristics of employees, for example, their motivation for growth, their flexibility to communicate between fields and their sense of social duty, help develop a lasting company culture [11]. According to [12], a competent organization in sustainable development demonstrates economic efficiency, promotes social justice and cares about the environment. As a result of this approach, the organization forms all-around competencies that sustain it for a long time and keep it competitive.

Organizational, entrepreneurial and individual abilities depend on each other to shape the competence of an organization. An organization’s management, organizing processes and strategy depend on its organizational competencies and its innovative, flexible and risk-taking approach comes from entrepreneurial competencies. Competencies of each individual shape the human capital, encourage the production of new ideas and guarantee strong relationships among members of the organization. Table 1 provides a comparative description of the key features of each type of competence and their impact on the formation of a competent organization.

Table 1: Interrelation between organizational, entrepreneurial and individual competencies in the context of forming a competent organization.

Type of competencies	Main features	Key role in building a competent organization	Typical level of realization
Organizational	Process management, strategic planning, internal coordination	Formation of a stable management structure	Meso-level (organizational)
Entrepreneurial	Initiative, innovation, and risk-taking	Generating new ideas and transforming them into practical solutions	Micro- and meso-level
Individual	Personal qualities, interpersonal skills, motivation to learn	Ensuring effective interaction and adaptability of staff	Micro-level (individual)
Integration interaction	Mutual reinforcement, knowledge sharing, joint participation in decision-making	Systemic synergy that ensures sustainable development of the organization	All levels: micro - meso - macro

Source: [4], [9-12].

The data presented here show that it is the interaction of different types of competencies that creates the conditions for the formation of a competent organization capable of implementing the principles of sustainable development. An organization is most effective when its structure allows entrepreneurial initiatives to be implemented through individual involvement and is supported by a systematic organizational framework. In such a model, there is not just a combination of competencies, but their qualitative integration, which becomes the key to long-term sustainability.

In the context of an integrated approach to the formation of a competent organization, the individual level of competencies, which reflects the professional potential of the employee as a subject of change, deserves special attention. Taking into account the goals of sustainable development, it is advisable to identify key employee competencies that contribute to the environmental, social and economic sustainability of the organization. Table 2 provides a generalized list of such competencies.

Table 2: Key employee competencies in the context of sustainable development.

Competence group	Content / Examples	Implications for sustainable development
Personal (self-awareness)	Motivation to learn, self-reflection, responsibility	Builds the ability to self-develop and adapt to change
Interpersonal	Communication skills, emotional intelligence, empathy, constructive interaction	Supports social cohesion and corporate ethics
Values and worldview	Ethical consciousness, environmental responsibility, focus on social justice	Ensures compliance with the Sustainable Development Goals (SDGs)
Cognitive	Critical thinking, ability to solve complex problems, systemic vision	Promotes informed decision-making in a complex environment
Innovative and entrepreneurial	Initiative, creativity, change management	Enables innovation and organizational flexibility
Digital	Digital literacy, the ability to use digital technologies in sustainable practices	Allows working efficiently in the digital environment and reduce the ecological footprint
Environmental	Understanding of environmental risks, environmental behavior, support for sustainable solutions in everyday work	Contributes to reducing the negative impact of the organization's activities on the environment

Source: [1], [2], [4], [9-12].

Assessing the relationship between organizational, entrepreneurial and individual competencies requires the creation of a holistic methodological model based on the principles of sustainable development. Such a model should take into account not only the functional interaction of competencies, but also their contribution to the social, economic and environmental sustainability of the organizational system. The model should integrate the levels of competencies, channels of their interaction, and mechanisms of influence on the organization's performance. Figure 1 shows the proposed model based on the logic of mutual reinforcement of the components of a competent organization.

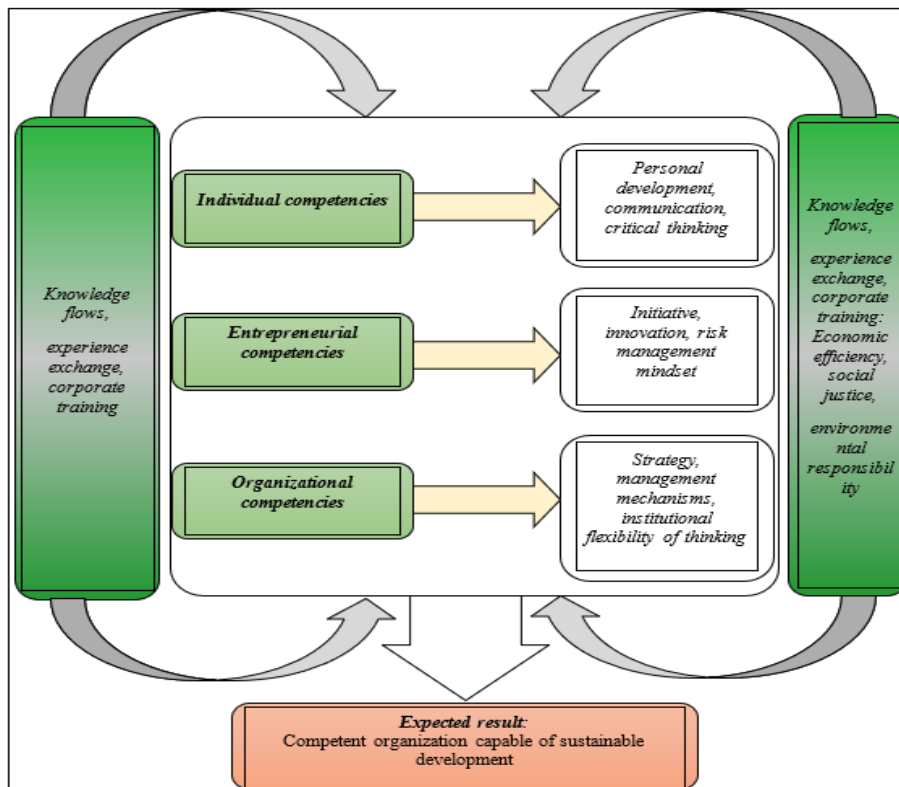


Figure 1: Methodological model for assessing the relationship between organizational, entrepreneurial and individual competencies, taking into account the principles of sustainable development.

Source: [2], [4], [9], [11], [12].

The proposed model allows for a holistic assessment of the level of harmonization of different types of competencies in an organization, taking into account sustainability criteria. Its application provides an analytical basis for strategic planning and development of management approaches that meet the requirements of a sustainable future. In the future, this model can be adapted to different types of organizations, from educational institutions to small and medium-sized businesses.

The introduction of competency-based approaches in the activities of modern organizations is increasingly seen as a strategic direction for the transformation of management, educational and production systems. Growing attention to sustainable development, digitalization, and innovative management approaches leads to the integration of individual, entrepreneurial, and organizational competencies at different levels. In order to objectively analyze these trends, the author conducted a content analysis of scientific sources and empirical studies on the application of competency-based approaches in the practice of organizations.

To collect quantitative data, there were used a content analysis of 42 publications in professional journals (2021–2025) that discuss the application of competency models in business, education, and the public sector. The sources were selected on the basis of relevance to the topic of competence integration and sustainable development principles, which ensured analytical completeness and thematic coverage. Authors identified 5 main areas of implementation (key emphases): strategic management, entrepreneurial education, corporate training, sustainable development, and digital transformation. Each of the areas was quantitatively coded to identify the frequency of their presentation in the studied sources. Based on the author's systematization, the data were presented in the form of a conditional percentage distribution for further visualization in the form of a graph, which allowed tracing the dynamics of shifting emphasis in scientific discourse (Figure 2).

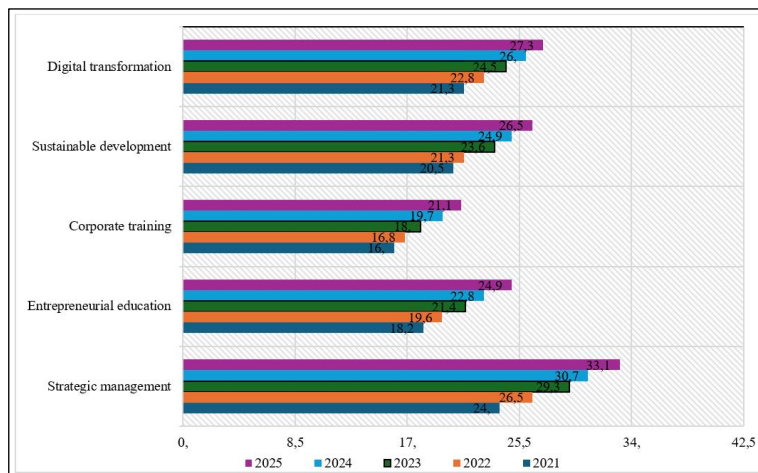


Figure 2: Dynamics of the representation of competency-based approaches in key areas of organizational development (2021–2025).

Source: [2], [3], [9], [11], [12].

In the dynamics from 2021 to 2025, there is a steady increase in the share of publications and practical cases devoted to strategic management – from 24.0% to 33.1%, which indicates an increase in the role of the competency approach in management systems. Similarly, digital transformation has strengthened its position by 6.0%, and the area of sustainable development has grown by 6.0% – from 20.5% to 26.5%, which correlates with global sustainable development goals. Corporate training (+5.1%) and entrepreneurial education (+6.7%) were the least dynamic, but they also show a positive trend. Thus, the data obtained confirm the gradual increase in the importance of competency-based approaches in many areas of organizational activity.

This requires further improvement of the mechanisms for implementing competencies through the development of digital tools, integration of training into management processes, and ensuring ecosystem interaction. Comprehensive integration of individual, business and organizational competencies requires targeted actions by management structures. In the context of sustainable development, it is of particular importance to create an environment in which competencies do not just exist separately but interact synergistically, creating the basis for innovative and responsible activities. Below are practical recommendations aimed at developing such integrated competencies.

1. *Implementation of cross-cutting corporate training programs.* It is recommended to develop modular educational programs that cover individual soft skills, entrepreneurial thinking and strategic management. Training should be continuous, adaptive, and accessible to all levels of staff, which will contribute to the formation of organizational competence. Particular attention should be paid to learning through real-life cases of sustainable management.
2. *Create cross-functional teams to manage sustainable development projects.* The formation of cross-functional working groups allows combining competencies from different areas, from finance to social impact. This approach helps to increase the efficiency of decision-making, reduce barriers between departments, and create a culture of shared responsibility. Teams should act on the principles of open knowledge sharing.
3. *Institutionalize feedback mechanisms and internal consulting.* To support the development of integrated competencies, it is worth implementing systems for regular evaluation of employees and managers, as well as internal platforms for sharing experiences. This allows responding quickly to changes, identify weaknesses and ensure horizontal learning in the organization.
4. *Integrate sustainability goals into KPIs and organizational strategies.* Sustainable development should be not only a declarative principle, but also a part of specific evaluation indicators (KPIs) for employees and structural units. This allows measuring the effectiveness of implementing the competencies not only in terms of results, but also in terms of contribution to the environmental and social responsibility of the organization.

The application of these recommendations will allow the organization to form an integrated competency ecosystem that will ensure not only operational efficiency but also long-term sustainability. Integrated competencies are the basis for building adaptive management in the face of the challenges of sustainable development, digital transformation and global competition. The obtained results confirmed the existence of a stable trend towards the integration of organizational, entrepreneurial and individual competencies in management practice, which is consistent with the provisions of [2] and [1], who emphasize the importance of the digital environment for the development of professional competence.

The analysis of scientific sources has demonstrated the growing attention to an interdisciplinary approach, where digital transformation, entrepreneurial activity and strategic management form a synergistic model of a competent organization. At the same time, it was found that the approaches to identifying priority competencies differ significantly: some authors [3], [4] focus on the institutional and legal design of competency models, while others [6], [10] focus on the micro level – the formation of individual entrepreneurial motivation. Instead, some researchers, such as [14], [23], criticize the excessive fragmentation of the competency approach and call for the creation of a unified ideological management framework that would allow for the preservation of the integrity of organizational development.

In this context, the results of our study do not fully coincide with the views of these authors, as the authors believe that it is precisely the flexibility and variability of competencies that ensure the adaptability of an organization in the context of sustainable development, which is confirmed by the findings of [12], [15]. It is also important to note that while by [8] point out the importance of industry specificity in the formation of competencies, our study supports a universal approach where key skills can be scaled regardless of the field of activity. Some discrepancies with the views of other researchers can be explained by differences in the contexts of the analyzed countries and organizational structures. For example, [26], [18] consider sustainable development mainly through the prism of public policy, while our approach is based on a model of interaction between three levels of competencies – individual, organizational, and entrepreneurial.

This expands the traditional view of the sources of change, as the initiative is recognized not only as vertical (top-down) but also as horizontal. Thus, the results of the study support the hypothesis that it is advisable to combine different types of competencies within sustainable management. At the same time, the issue of empirical verification of the effectiveness of the proposed models in specific sectoral and regional conditions remains open. This points to the need for further interdisciplinary and cross-country research that will allow adapting the concept of a competent organization to a changing global environment.

V. CONCLUSION

The results of the study allowed us to highlight a new perspective on the formation of a competent organization as a system based on the interaction of individual, entrepreneurial and organizational competencies in the context of sustainable development. It has been established that the efficiency of such an organization increases when strategic management, value leadership, and digital adaptation are balanced. The expected results were mostly confirmed, but in practice, there were also unexpected emphases on the interpersonal and social aspects of competencies that had previously remained on the periphery of attention. The novelty of the study lies in the construction of an analytical framework for the integration of competencies at three levels, which allows to adapt management models to the conditions of rapidly changing environment.

The limitations of the study are related to the lack of quantitative verification of the effectiveness of the proposed approaches in different types of organizations, which requires expanding the empirical base. The practical significance of the study lies in the possibility of using the results of the study to improve personnel policy, develop internal training programs and strategic planning in educational, government and business structures. Further research should focus on the development of tools for measuring the level of formation of integrated competencies, studying the industry specifics of their implementation, and developing digital solutions to support competency development under conditions of uncertainty.

VI. AUTHOR'S CONTRIBUTION

Conceptualization: Inna Ippolitova, Olena Serhienko, Maryna Mashchenko, Olena Sychova and Oleksandr Ivanov.

Methodology: Maryna Mashchenko, Olena Sychova and Oleksandr Ivanov.

Investigation: Inna Ippolitova, Olena Serhienko, Maryna Mashchenko, Olena Sychova and Oleksandr Ivanov.

Discussion of results: Inna Ippolitova, Olena Serhienko, Maryna Mashchenko, Olena Sychova and Oleksandr Ivanov.

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Writing – Review and Editing: Inna Ippolitova, Olena Serhienko.

Resources: Inna Ippolitova, Olena Serhienko, Maryna Mashchenko, Olena Sychova and Oleksandr Ivanov.

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Approval of the final text: Inna Ippolitova, Olena Serhienko, Maryna Mashchenko, Olena Sychova and Oleksandr Ivanov.

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