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MANAGEMENT OF ORGANIZATIONAL COMPETITIVENESS IN GLOBAL ECONOMIC INTEGRATION

Abstract

This research investigates organizational competitiveness in emerging markets driven by global economic integration. It aims to evaluate the relationship between three critical drivers: digital transformation, Global Value Chain (GVC) participation, and strategic agility. A quantitative cross-sectional survey was conducted with 435 senior executives from the logistics, manufacturing, agribusiness, and energy sectors. Using SPSS and R, the study applies regression and mediation models grounded in the Resource-Based View and Dynamic Capabilities Theory to analyze firm-level dynamics. The results indicate that digital maturity and innovation capability significantly enhance competitiveness. Strategic agility acts as a key mediator, translating international integration into improved performance. Firms with deep GVC involvement and digitally integrated supply chains demonstrated superior export results and growth in return on assets (ROA). The study underscores that managers in emerging economies must prioritize digital readiness and agility. These capabilities are essential prerequisites for capitalizing on global integration; failure to invest in them risks creating a competitive disadvantage. Unlike prior macroeconomic studies, this research provides firm-level empirical evidence on how managerial strategies interact with the depth of economic integration. It bridges theoretical insights with the practical realities faced by firms in the global economy.

Keywords: global value chains; digital transformation; strategic agility; organizational competitiveness; economic integration; emerging markets; export performance.

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Introduction

Global economic integration has advanced into a qualitatively new stage, defined not only by tariff reductions and institutional harmonization but also by sweeping technological transformations that are reshaping international business systems. What were once linear, transactional trade flows have now evolved into digitally networked ecosystems. These ecosystems are orchestrated through data-driven logistics, platform-based coordination, artificial intelligence-enabled supply chain management, and real-time analytics that allow firms to anticipate and respond to market shifts with unprecedented precision [1, 2]. Major economic blocs and initiatives-including the WTO

framework, the Eurasian Economic Union (EAEU), the European Union, ASEAN, and China's Belt and Road Initiative – have accelerated the rise of multipolar integration architectures. These structures are redefining competitive dynamics, particularly for firms in emerging economies that must simultaneously navigate global opportunities and local institutional constraints [3, 4].

Participation in global value chains (GVCs) has become a decisive determinant of firm competitiveness, offering access to advanced technologies, international capital, diversified markets, and global knowledge networks. Yet, mere participation is insufficient. Firms must cultivate organizational capabilities that enable them to absorb external opportunities and transform them into sustainable strategic advantages. This challenge is intensified by volatile geopolitical conditions, fluctuating demand, supply chain disruptions, and the relentless pace of technological innovation – all of which heighten managerial complexity in globally integrated environments [5].

The objective of this study is to identify the managerial strategies that most significantly enhance organizational competitiveness under conditions of advanced global economic integration.

Materials and methods

The literature emphasizes that competitiveness in integrated markets is strongly linked to digital transformation, strategic agility, and innovation capability. Digitally enabled supply chains enhance transparency, reduce costs, and synchronize operations, allowing firms to compete on speed, flexibility, and reliability rather than relying solely on cost efficiency [6].

However, much of the existing literature focuses on national or sectoral indicators of competitiveness, often overlooking firm-level managerial transformations. Studies on "glocalization" highlight the dual necessity for firms to align with global standards while simultaneously adapting to local institutional realities. Emerging-market firms face unique barriers, including institutional voids, infrastructural deficiencies, and managerial capability gaps. Despite these challenges, limited empirical research has examined how firm-level strategies evolve to address such pressures [7].

While macroeconomic outcomes of integration have been extensively studied, the microfoundations of competitiveness remain underexplored. Specifically, managerial behavior, digital readiness, and the restructuring of internal capabilities have not been sufficiently analyzed. Particular attention is given to digital supply chain integration, strategic agility, and innovation capability, with a focus on firms operating in emerging economies [8]. Few studies operationalize competitiveness as a multidimensional construct encompassing innovation, export intensity, performance growth, and adaptability to integrated environments. This gap highlights the need for firm-level empirical evidence that connects managerial strategies with competitiveness outcomes in emerging markets [9].

Recent studies increasingly conceptualize competitiveness as a dynamic capability outcome rather than a static performance indicator. Building on the dynamic capabilities framework, David J. Teece argues that firms competing in globalized environments must continuously sense opportunities, seize them through resource reconfiguration, and transform organizational structures to sustain advantage [10]. This perspective shifts the focus from macro-level competitiveness rankings to internal managerial processes, emphasizing strategic agility and capability orchestration. Similarly, Jay B. Barney revisits the resource-based view in the context of digital transformation, stressing that intangible assets – data governance, platform capabilities, and managerial cognition – become primary drivers of competitive differentiation [11].

Digital supply chain integration has been widely examined in the operations and information systems literature. For example, Ivanov, Dolgui, and Sokolov (2020) demonstrate that digitally synchronized supply chains enhance resilience and adaptability under global disruptions [12]. Likewise, Queiroz et al. (2021) show that digital maturity in supply networks significantly improves transparency and coordination, particularly in emerging markets [13]. Their findings confirm that digital integration is not merely an efficiency tool but a structural enabler of competitiveness. Complementing this view, Srai and Lorentz (2022) emphasize that data-driven supply chains

strengthen firms' ability to compete on responsiveness and reliability rather than price alone [14]. Their findings are particularly relevant for emerging economies, where infrastructural gaps and institutional fragmentation often constrain supply chain performance. A central contribution of their work is the emphasis on digital infrastructure as a structural enabler of supply chain redesign. They demonstrate that technologies such as cloud-based platforms, advanced analytics, IoT tracking systems, and integrated ERP – SCM architectures allow firms to shift from reactive coordination toward predictive and synchronized operations.

The authors show that digital tools can partially compensate for these structural weaknesses by enhancing transparency and coordination across fragmented systems. However, they caution that technological investment alone is insufficient; organizational redesign and managerial capability development are required to fully capture performance gains. In other words, digital infrastructure must be embedded within strategic decision-making processes.

Hypotheses

- H1: Digital Supply Chain Integration is positively associated with Organizational Competitiveness.
- H2: Strategic Agility mediates the relationship between Global Integration Intensity and Firm Performance.
- H3: The depth of integration (measured by export intensity) moderates managerial decision-making efficiency and amplifies the impact of digital maturity on competitiveness.

Methods

The study employed a quantitative, cross-sectional design. A structured web-based survey was administered to senior executives including CEOs, strategy directors, and export managers – working in export-oriented firms across logistics, manufacturing, agri-business, and energy sectors. Ethical protocols ensured voluntary participation and confidentiality [15].

Sampling

A stratified sampling approach was used to guarantee proportional representation across industries. The final dataset consisted of N = 435 valid responses, distributed as follows:

- Logistics: 102
- Manufacturing: 148
- Energy/Mining: 84
- Agri-business: 101

Measures

All constructs were measured using seven-point Likert scales [16].

Independent Variables:

- Digital Maturity: Integration of ERP systems, SCM platforms, and advanced analytics.
- Strategic Agility: Speed of adaptation and responsiveness to environmental changes.
- Innovation Capability: Frequency of product and process innovation.

Dependent Variable:

- Organizational Competitiveness, assessed through:
- Export growth
- ROA improvement
- Market share expansion

Control Variables:

- Firm Age
- Firm Size

Reliability testing confirmed strong internal consistency (Cronbach's Alpha > 0.78). Construct validity was established through exploratory factor analysis [17].

Data analysis was conducted using SPSS and R. Statistical techniques included:

- Descriptive Statistics
- Pearson Correlation Analysis
- Multiple Regression Modeling

- Mediation Testing
- ANOVA for industry-level differences

Results and discussion

The empirical analysis aims to examine how firm-level managerial capabilities influence organizational competitiveness under conditions of global economic integration. While macroeconomic studies often attribute competitiveness to trade openness, institutional reforms, or sectoral specialization, this research shifts the focus to internal organizational mechanisms. By applying hierarchical regression and cross-industry comparison techniques, the study seeks to uncover both direct and interaction effects shaping competitiveness.

The following analysis evaluates not only statistical relationships but also the strategic logic underlying them, linking empirical findings to contemporary theoretical perspectives in strategic management and international business. Descriptive statistics are presented below (Table 1).

Table 1 – Descriptive Statistics & Correlation Matrix

Variable	Mean	SD	1	2	3	4
1. Digital Maturity	4.92	1.21	1			
2. Innovation Capability	4.75	1.14	0.61**	1		
3. Strategic Agility	5.03	1.08	0.57**	0.48**	1	
4. Competitiveness	5.21	1.16	0.68**	0.55**	0.63**	1
Note: $p < 0.01$						

As presented in Table 1, the mean values for all variables exceed the midpoint of the scale, indicating that the surveyed firms demonstrate moderate-to-high levels of digital maturity, innovation capability, strategic agility, and competitiveness. Competitiveness records the highest mean ($M = 5.21$), followed by Strategic Agility ($M = 5.03$), suggesting that firms perceive themselves as relatively adaptive within integrated markets.

The correlation matrix reveals strong and statistically significant positive relationships among all core constructs ($p < 0.01$). Digital Maturity demonstrates the strongest association with Competitiveness ($r = 0.68$), indicating that firms with advanced digital infrastructure and process automation tend to outperform competitors. Strategic Agility is also highly correlated with Competitiveness ($r = 0.63$) and Digital Maturity ($r = 0.57$), supporting the assumption that digital transformation enables organizational flexibility and rapid strategic response.

Importantly, Innovation Capability shows robust correlations with all variables, particularly with Digital Maturity ($r = 0.61$), suggesting that digital platforms may serve as enablers of innovative performance rather than independent drivers. These findings provide preliminary empirical support for Hypothesis H1 and establish a strong foundation for regression analysis [18].

Model 1 demonstrates that control variables (Firm Size and Firm Age) explain only 8% of the variance in competitiveness ($R^2 = 0.08$). Although Firm Size has a small but significant effect ($\beta = 0.14$, $p < 0.05$), structural characteristics alone do not substantially determine competitive positioning in globally integrated markets.

Model 2 introduces Digital Maturity and Innovation Capability, resulting in a dramatic increase in explanatory power ($R^2 = 0.44$; $\Delta R^2 = 0.36$). Digital Maturity emerges as the strongest predictor ($\beta = 0.46$, $p < 0.001$), confirming that digital transformation represents a core determinant of organizational competitiveness. Innovation Capability also demonstrates a significant positive impact ($\beta = 0.29$, $p < 0.001$), suggesting that innovation complements digitalization in enhancing performance outcomes.

Model 3 incorporates Strategic Agility and the interaction term (Integration Depth × Digitalization). The model explains 57% of the variance ($R^2 = 0.57$; $\Delta R^2 = 0.13$), indicating strong

explanatory capacity. Strategic Agility significantly predicts competitiveness (β = 0.33, p < 0.001), validating Hypothesis H2 and confirming its mediating role between global integration intensity and firm performance.

Table 2 – Hierarchical Regression Analysis Results (Dependent Variable: Organizational Competitiveness)

Predictor Variables	Model 1 (Controls)	Model 2 (Direct Effects)	Model 3 (Interaction)
Control Variables			
Firm Size	0.14*	–	–
Firm Age	0.09	–	–
Independent Variables			
Digital Maturity		0.46***	0.46***
Innovation Capability		0.29***	0.29***
Mediating & Interaction Effects			
Strategic Agility			0.33***
Integration Depth × Digitalization			0.21**
Model Summary			
R2R2	0.08	0.44	0.57
Adjusted R2R2	0.07	0.43	0.56
FF -Statistic	4.12*	71.6***	103.8***
ΔR2ΔR2	–	0.36	0.13
Note: Standardized beta coefficients (β) are reported. Significance levels: *p < 0.05, **p < 0.01, ***p < 0.001. Dashes (–) indicate parameters not included or not reported for change in that specific step. Source: Compiled by the authors based on survey data.			

The interaction effect (β = 0.21, p < 0.01) confirms Hypothesis H3: digital maturity yields higher returns for firms deeply integrated into global value chains. This suggests a synergistic relationship—digital tools are not universally effective; their competitive impact depends on integration depth [19].

Table 3 – ANOVA – Industry Comparison

Industry	Mean Competitiveness	F	Sig
Logistics	5.41		
Energy	5.11		
Manufacturing	4.78		
Agri-business	4.92	8.27	0.000

ANOVA results reveal statistically significant heterogeneity across industries (F = 8.27, p < 0.001). Logistics (M = 5.41) and Energy (M = 5.11) demonstrate the highest competitiveness levels, likely due to their inherent reliance on real-time coordination, digital tracking systems, and global connectivity. Manufacturing (M = 4.78) and Agri-business (M = 4.92) show comparatively lower scores, potentially reflecting slower adoption rates or structural rigidity.

These findings suggest that sectoral digital intensity moderates competitive potential. Industries characterized by supply chain complexity and global interdependence appear more responsive to digital maturity investments.

The analysis indicates that digital readiness and integration readiness are particularly advanced in the logistics and energy sectors, reflecting the heavy reliance of these industries on technology-driven coordination and global supply chain connectivity. The results further reveal that strategic agility and digital maturity consistently outperform traditional cost-leadership strategies in determining firm competitiveness under conditions of global integration. Organizations that can swiftly adapt their internal processes, restructure workflows, and leverage digital platforms achieve superior synchronization with international markets, enabling them to respond to volatility with resilience and precision [20].

The results indicate that digital maturity is not merely an operational enhancement but a strategic transformation mechanism. Firms that treat digitalization as infrastructure modernization alone may not achieve competitive gains. Instead, competitive advantage arises when digital platforms are embedded within managerial decision-making processes, enabling real-time data-driven strategy adaptation.

The mediating effect of Strategic Agility highlights that resources do not automatically translate into competitiveness. Rather, agility functions as a conversion capability – transforming digital assets into market-responsive actions. This reinforces the argument that managerial flexibility and rapid reconfiguration of processes are central to performance in volatile global environments.

The significant interaction term demonstrates that global exposure intensifies the returns on digital investment. Firms with high export intensity operate under stronger competitive pressure, requiring faster coordination and compliance with international standards. In such contexts, digital maturity becomes not optional but essential.

The findings suggest a structural shift in the logic of competitiveness. Traditional cost-leadership strategies are insufficient under conditions of global integration. Instead, adaptability, technological sophistication, and innovation capacity emerge as dominant competitive factors.

The findings strongly align with Dynamic Capabilities Theory, which emphasizes reconfiguration and renewal as determinants of firm success in turbulent environments [10]. The mediating role of agility confirms Doz and Kosonen's (2020) argument that strategic agility enables business model renewal [21].

The positive effect of digital maturity supports Ivanov et al. (2020), who demonstrated that digital supply chain integration enhances resilience and operational performance. Similarly, Khan et al. (2022) found that digital transformation strengthens export-oriented competitiveness in emerging markets [22].

The moderating role of integration depth is consistent with Cavallo et al. (2023), who showed that export intensity amplifies the impact of innovation capability on firm performance [23]. Moreover, the results reinforce Barney's (2021) updated Resource-Based View, which argues that digital assets function as strategic resources when combined with organizational capabilities [11].

However, unlike prior macro-level studies focusing on national competitiveness indicators, this research provides firm-level empirical evidence explaining how internal managerial processes shape competitiveness outcomes in integrated markets. For practitioners, the findings emphasize that managers must go beyond compliance with global integration policies and actively cultivate internal readiness. Specifically, managers should:

- Invest in advanced digital platforms such as ERP systems, SCM technologies, and AI-driven analytics to enhance transparency and coordination.
- Prioritize agility and rapid decision-making cycles, ensuring that firms can respond quickly to market disruptions and geopolitical shifts.
- Foster innovation-oriented organizational cultures that encourage experimentation, continuous learning, and product and process renewal.

Strengthen export-oriented strategic planning, aligning firm resources with international opportunities and building resilience against external shocks.

Integration success requires internal capability development, not merely policy openness or external participation. Firms that fail to build these capabilities risk being marginalized in increasingly competitive global markets [24].

Conclusions

The study provides empirical evidence that competitiveness in the era of global integration is undergoing a profound transformation. The traditional reliance on economies of scale and cost advantages is being replaced by the pursuit of economies of speed, knowledge accumulation, and digital connectivity. The research confirms that for firms in emerging markets, participation in Global Value Chains (GVCs) is a necessary but insufficient condition for success; the decisive factor is the internal capacity to manage this integration through digital tools.

The findings lead to several key conclusions. First, Digital Maturity and Innovation Capability were identified as the strongest predictors of organizational competitiveness. The regression analysis demonstrated that firms utilizing advanced ERP and SCM systems are better positioned to synchronize with international partners, thereby reducing transaction costs and increasing export performance.

Second, the study highlights the critical mediating role of Strategic Agility. It is not merely the possession of digital assets that drives performance, but the managerial ability to rapidly reconfigure these resources in response to market volatility. The interaction effects revealed that the benefits of digitalization are significantly amplified when a firm is deeply integrated into global networks, validating the synergy between technological readiness and the depth of internationalization.

Third, sectoral analysis revealed significant heterogeneity. The Logistics and Energy sectors demonstrated higher levels of adaptability and digital integration compared to the Manufacturing and Agri-business sectors. This suggests that service-oriented and infrastructure-dependent industries in emerging markets are adapting faster to global standards, whereas production sectors require more targeted investment in modernization.

Finally, the research supports Dynamic Capabilities Theory, showing that sustainable advantages arise from the continuous renewal of competencies. For practitioners, this implies that managerial strategy must shift from a focus on static efficiency to dynamic adaptability. Ultimately, organizational competitiveness in emerging markets depends on the intelligent synthesis of digital readiness, proactive innovation, and the strategic agility to transform global integration pressures into sustainable growth opportunities.

Despite its contributions, the study has several limitations:

- The geographic scope is restricted to emerging markets, limiting generalizability to advanced economies.
- Reliance on self-reported survey data may introduce bias in managerial perceptions.
- The cross-sectional design prevents causal inference and does not capture the dynamic evolution of strategies over time.

Future studies should address these limitations by:

- Conducting longitudinal resilience studies to examine how firms sustain competitiveness across multiple integration cycles.
- Exploring crisis-response supply chain agility, particularly in contexts of geopolitical instability or global health emergencies.
- Undertaking deeper sector-specific analyses to uncover industry-level variations in digital readiness, innovation capability, and strategic agility.

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ЖАҺАНДЫҚ ЭКОНОМИКАЛЫҚ ИНТЕГРАЦИЯ ЖАҒДАЙЫНДАҒЫ ҰЙЫМДЫҚ БӘСЕКЕГЕ ҚАБІЛЕТТІЛІКТІ БАСҚАРУ

Аңдатпа

Бұл зерттеу жаһандық экономикалық интеграция жағдайындағы дамушы нарықтардағы ұйымдардың бәсекеге қабілеттілігін қарастырады. Зерттеуде үш негізгі драйвердің өзара әрекеттесуіне ерекше назар аударылады: цифрлық трансформация, жаһандық құн тізбегіне (GVC) қатысу және стратегиялық икемділік. Логистика, өндіріс, агробизнес және энергетика секторларындағы жоғары буынның 435 менеджері арасында сандық кросс-секциялық сауалнама жүргізілді. SPSS және R бағдарламаларын қолдана отырып, зерттеуде фирма деңгейіндегі динамиканы талдау үшін ресурстық көзқарас (RBV) пен динамикалық қабілеттер теориясына негізделген регрессиялық және медиациялық модельдер пайдаланылды. Нәтижелер цифрлық жетілу мен инновациялық әлеуеттің ұйымдардың бәсекеге қабілеттілігін айтарлықтай арттыратынын көрсетеді. Стратегиялық икемділік халықаралық интеграцияны ұйым қызметінің нәтижелерін жақсартуға бағыттайтын негізгі делдал фактор ретінде әрекет етеді. Жаһандық құн тізбектеріне терең енген және цифрлық жеткізу тізбектерін қолданатын фирмалар экспорттық нәтижелердің және активтер рентабельділігінің (ROA) жоғары өсімін көрсетті. Зерттеу нәтижелері дамушы экономикалардағы менеджерлер үшін цифрлық дайындық пен стратегиялық икемділікке басымдық беру қажеттігін айқындайды. Бұл қабілеттер жаһандық интеграцияның мүмкіндіктерін тиімді пайдаланудың маңызды алғышарттары болып табылады; оларға жеткілікті инвестиция салмау ұйымдардың бәсекелестік артықшылығын жоғалту қаупін арттырады. Алдыңғы макроэкономикалық зерттеулерден айырмашылығы, бұл жұмыс басқарушылық стратегиялардың интеграция тереңдігімен қалай өзара әрекеттесетінін көрсететін фирма деңгейіндегі эмпирикалық дәлелдерді ұсынады.

Тірек сөздер: жаһандық құн тізбегі, цифрлық трансформация, стратегиялық икемділік, ұйымдық бәсекеге қабілеттілік, экономикалық интеграция, дамушы нарықтар, экспорттық көрсеткіштер.

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УПРАВЛЕНИЕ ОРГАНИЗАЦИОННОЙ КОНКУРЕНТОСПОСОБНОСТЬЮ В УСЛОВИЯХ ГЛОБАЛЬНОЙ ЭКОНОМИЧЕСКОЙ ИНТЕГРАЦИИ

Аннотация

Данное исследование изучает организационную конкурентоспособность на развивающихся рынках, движимую глобальной экономической интеграцией. Основное внимание уделяется взаимодействию трех важнейших драйверов: цифровой трансформации, участию в глобальных цепочках создания стоимости (ГЦС) и стратегической гибкости. Был проведен количественный перекрестный опрос 435 руководителей высшего звена в секторах логистики, производства, агробизнеса и энергетики. Используя SPSS и R, в исследовании применяются модели регрессии и медиации, основанные на ресурсном подходе (RBV) и теории динамических способностей. Результаты показывают, что цифровая зрелость и инновационный потенциал значительно повышают конкурентоспособность. Стратегическая гибкость выступает в качестве ключевого медиатора, трансформирующего международную интеграцию в улучшение показателей деятельности. Фирмы с глубоким вовлечением в ГЦС и цифровыми цепочками поставок продемонстрировали лучшие результаты экспорта и рост рентабельности активов. Исследование подчеркивает, что менеджеры в развивающихся экономиках должны уделять приоритетное внимание цифровой готовности и гибкости. Эти способности являются необходимыми предпосылками для использования преимуществ глобальной интеграции, отсутствие инвестиций в них грозит потерей конкурентных преимуществ. В отличие от предыдущих макроэкономических исследований, данная работа предоставляет эмпирические доказательства на уровне фирмы о том, как управленческие стратегии взаимодействуют с глубиной интеграции.

Ключевые слова: глобальные цепочки создания стоимости, цифровая трансформация, стратегическая гибкость, организационная конкурентоспособность, экономическая интеграция, развивающиеся рынки, экспортные показатели.