Research Article

Influence of consultant job competency and CRM on partnership

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Abstract

Increasing use and utilization of easy GUI-based big data analysis tools such as Python as well as Rapider Miner, and through the development of AI technology that is accessible and usable in real business environments, companies can provide not only their business models but also product services. In order to succeed, if you do not learn and respond to the foundational technologies and services of the 4th industry, which are rapidly changing, there are many situations where it is difficult to be eliminated in a rapidly changing environment or to win competition. In order to cope with these difficult and professional changes in the environment, the demand for consultants who can objectively analyze their services and products from outside and consult with them according to the changing environment is gradually increasing and their importance. It can be said that it is also growing. This study empirically analyzed through statistical method that the consultant job competency and customer relationship management competency that the consultant should have in accordance with these rapidly changing environmental changes have a positive effect on the long-term partnership, and the emotional empathy ability mediates it. Through such research, we intend to contribute to making the actual consulting performance meaningful by thinking once more about the consulting ability that the consultant will continue and develop.

Keywords: Consultant job competency, Consultant customer relationship management, Partnership, Emotional sympathy

1. Introduction

To adapt changing business environment, the new management skills and innovation are important. In the case of SMEs, management consulting can provide insights on scarce management resources and sustainable development. [8] Companies are increasingly partnering to gain the knowledge they need to succeed and to pursue a competitive advantage. The selection of strategic alliance partners is very important, and overcoming the lack of efforts to select

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and select excellent partners is a very difficult task. A new concept of comprehensive partner selection requires a new perspective and important alliance partner selection criteria.

In addition, companies are increasingly entering into alliances to gain knowledge and pursue competitive advantage to win market competition, and strategic partner is an important. The choice of outside experts is also very important. [3] Despite the rapid growth of the knowledge service industry consulting industry, consulting performance does not lead to organizational performance due to various reasons such as lack of competence of consulting companies and consultants. It has a positive impact on performance and organizational performance. [12]

In addition, the logistics automation system for the company's productivity and sustainable growth is good to conduct consulting through consultants, but due to cost and manpower composition and other reasons within the company, in most cases, such consulting applications or consultants are excluded from the project. There are many. [9]

Ciampi, F (2009) proposes a knowledge perspective for interpreting management consulting and a general conceptual framework for investigating and interpreting its potential. [2]

As the competitiveness of SMEs gradually improves and becomes global. However, consulting services are usually provided before and after consulting services along with non-financial performance such as customer satisfaction and improvement effect analysis. There is a positive impact on the growth rate and profitability of the comparative company in terms of the difference in financial performance between the receiving company and the business growth. [7]

Consulting project maturity is a measure of whether or not the targets of the period, budget, scope and quality level have been achieved using available resources. By measuring the areas that have a significant impact on customer problems, they provide short and long-term strategies and solutions, and help you reach the resolution process. [13]

A cooperative partnership model by Anderson, James C. & Narus, and James A (1990) was presented and can be evaluated empirically.

In addition, it is possible to develop into an active partnership through information exchange, cooperation, and joint research for mutual relations with customers. [5]

Communication, trust, and relationship management are very important and it is necessary to identify and explore a model that includes interactions and interventions that describe the role of customer relationship management for this, and relationship management works with communication to influence performance. It indicates that the method is best explained. [14]

The innovative organizational culture, which is highly related to relationship management, can be considered to have a significant impact on the consulting services and non-financial performance, and accordingly, the consultants existing in the consulting firms improve the quality of consulting services and the non-financial performance of the company, resulting in successful results to do this, more effort and methodology are required. [6]

A consultant's emotional empathy has a positive effect on the organizational development performance, and if the consultant's emotional empathy ability is high, it can prevent a company's internal conflict, increase participation, increase commitment, and change perception. Is high. [4]

In addition, Liu, Y. & Xu, J. & Weitz, B. A (2011) found that expression (sharing emotional emotions) affects the degree of mentoring, which affects satisfaction and emotional commitment. We found that emotional sharing had a positive relationship with both learning and mentoring, and a significant relationship with positive attitudes. [11]

Ji-Hyun Lee and Chae-Hwan Baek (2019) showed the relationship between the complexity, know-how, and perception of business performance, and communication is necessary to suggest management implications for corporate performance and organizational management, and information sharing and effective communication are maintained. They say they can maintain performance, productivity and high professionalism [10]

Based on prior research, this study recognizes the necessity of consulting execution through consultants who are external experts in modern society, and strives to improve consulting performance in various ways, in order to achieve better goals and performance in various situations. The purpose of this study is to analyze the impact of the consultant job competency and customer relationship management competency of the manager participating in the consulting project on the long-term partnership between the consultant and the company, and the empirical analysis that the emotional empathy between the consultant and the company partially mediates

2. Research method

The survey targets were representatives, executives, and managers who consulted through external consultants to solve problems and establish short- and long-term strategies for companies. For the sake of research ethics, the questionnaire survey of the person in charge who did not attend in the project was excluded from the survey.

2-1. Research model

This study conducts a questionnaire through a manager who has performed consulting, and conducts multiple regression analysis through the statistical package SPSS based on the survey results, and investigates the impact of consultant job competency and consultant customer relationship management competency on the partnership. In addition, as the consultant's job competency and consultant customer relationship management competency affect the partnership, we will also try to empirically analyze the mediating effect of emotional empathy.

Based on various types of prior studies, consultant job competency and customer relationship management competency were selected as independent variables, partnerships were selected as dependent variables, and emotional empathy were selected as parameters.

A research hypothesis was established to improve the performance of customer companies along with consultants who actually conduct. The research model can be found in <Figure 1> below.
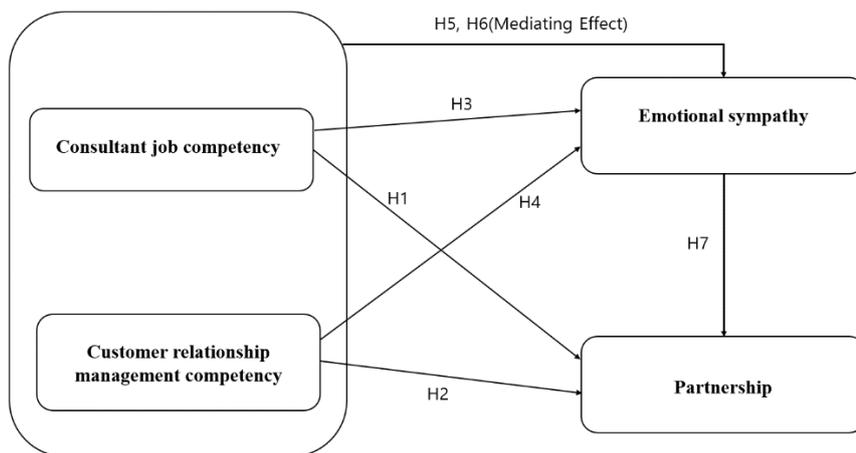

Fig. 1. Research model

2-2. Research hypothesis

Based on <Figure 1>, the following research hypothesis was established.

H1. The consultant's job competency will have a positive impact on the partnership.

H2. The consultant's customer relationship management competency will have a positive impact on the partnership.

H3. The consultant's job competency will have a positive impact on emotional empathy.

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H4. A consultant's ability to manage customer relationships will have a positive impact on empathy.

H5. Emotional empathy will mediate the impact of consultant job competency on partnerships

H6. Emotional empathy will mediate the impact of consultant customer relationship management capabilities on partnerships

H7. Emotional empathy will have a positive impact on your partnership.

2-3. Survey content and definition of variables

Through prior research, in this study, the consultant's job competency, customer relationship management competency, partnership, and emotional empathy were set as variables, and variables of operation appropriateness were set through 5 questions for each variable, and details of the questionnaire was as below <Table 1>.

Table 1. Research model

Variable	Operational definition	Configure questionnaire
Consultant job competency	strategic thought, identify subject, analytic skills, problem solving, show alternatives	5 questions
Consultant CRM competency	CRM effort, Advice skills, honesty, communication skills, relationship	5 questions
Partnership	understanding skills, recognition, long-term relationship, independence	5 questions
Emotional sympathy	thoughtfulness, emotional prediction, Consideration, emotional acceptance, empathy	5 questions
General question	sex, age, category of consulting, company history	4 questions

3. Research result

3-1. Demographic technical analysis

In this study, 148 survey data were collected from company managers (representatives, executives, etc.) with experience in consulting from consultants in companies and used for statistical analysis. The result of the frequency analysis on sex, 80.4% (119 people) were male and 19.6% (29 people) were female. As for the age of the person in charge, the 40s were the most with 50% (74) and the 50s were the second with 30.4% (45). In the consulting field, marketing consulting was the largest with 34.5% (51), followed by management strategy consulting with 20.3% (30), and the consulting fields were finance, production innovation, R&D, human resources, and information technology. The business history of companies that implemented consulting was surveyed, and 28.4% (42) were found in less than 5-10 years, followed by 27% (40), with less than 10-20 years.

3-2. Exploratory factor analysis

The feasibility analysis of consultant job competency, customer relationship management, partnership, and empathy were conducted. Exploratory factor analysis with PCA (principal component analysis) and the Varimax rotation method

was used. To see if this data is suitable, the KMO value was checked, and as a result was 0.790, which is above the value of 0.7. The p-value of the Bartlett test result is 0.000, so the data are suitable for factor analysis. Since the cumulative value of the sum of squares of rotation is 80.252%, which exceeds the normal level of 60%, the four factors sufficiently explain the total variance of the measured variable, ensuring the explanatory power of the variance. Looking at the rotational component matrix, the items that hindered the discriminant validity and the centralized validity were removed to secure the centralized and discriminant validity, so it was determined that there were no more measurement items to be removed, and were reduced to three factors. The following is <Table 2> is a summary table of exploratory factor analysis.

Table 2. Result of validity analysis

	1	2	3	4	Extraction
Y32	.819	.069	.381	.179	.825
Y31	.800	.364	.005	.227	.854
X21	.100	.825	.119	.324	.809
X22	.309	.769	.272	.032	.761
X15	.121	.049	.814	.347	.709
X14	.176	.483	.711	.105	.781
X11	.454	.400	.578	.096	.801
M14	.120	.186	.191	.902	.899
M15	.454	.170	.272	.689	.784
Y3: Partnership | X2: CRM					
X1: Job competency | M1: Emotional sympathy					
Rotation Sums of Squared Loadings: 80.252%					
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					.790
Bartlett's Test of Sphericity		Approx. Chi-Square			629.184
		df			36
		Sig.			.000

3-3. Reliability analysis

The result of the reliability analysis of the partnership, it was determined that the Cronbach alpha value of 0.767 exceeded the general reference value of 0.6, and the reliability was secured. As a result of the reliability analysis on the consultant customer relationship management capability, the Cronbach alpha value of 0.715 exceeded the general standard value of 0.6, and it was determined that the reliability was secured. As a result of the reliability analysis of the consultant's job competency, the Cronbach alpha value of 0.785 exceeded the general standard value of 0.6, and it was determined that reliability was secured. When other items were removed, the Cronbach alpha value was not higher than the current value, so there was no additional item to be removed. As a result of the reliability analysis on emotional empathy, it was determined that the Cronbach alpha value of 0.792 exceeded the general reference value of 0.6, and the reliability was secured. The reliability analysis results are shown in <Table 3>.

Table 3. Result of reliability analysis

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	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Y31	3.9865	.422	.625		.767
Y32	4.0338	.346	.625		
X21	4.3061	.474	.565		.715
X22	4.1224	.670	.565		
X11	8.5170	1.224	.630	.701	.785
X14	8.2313	1.165	.679	.646	
X15	8.4082	1.312	.564	.770	
M14	3.8176	.558	.665		.792
M15	3.5878	.788	.665		
Y3: Partnership | X2: CRM					
X1: Job competency | M1: Emotional sympathy					

3-4. Correlation analysis

Correlation analysis was performed to remove measurement items that hinder concentration validity and discriminant validity through exploratory factor analysis and to investigate the density and direction of the four measurement variables calculated through reliability analysis. In the correlation between the measurement variables in <Table 4>, customer relationship management competency showed the highest correlation with partnership and .711 **, and statistically significant correlation was shown in the positive (+) direction among all variables. It is sufficient for regression analysis, and the results of correlation analysis are shown in <Table 4>.

Table 4. Result of correlation analysis

		Y3	X2	X1	M
Y3	Pearson Correlation	1	.711**	.634**	.543**
	Sig. (2-tailed)		.000	.000	.000
	N	148	144	147	148
X2	Pearson Correlation	.711**	1	.657**	.566**
	Sig. (2-tailed)	.000		.000	.000
	N	144	144	144	144
X1	Pearson Correlation	.634**	.657**	1	.560**
	Sig. (2-tailed)	.000	.000		.000

		147	144	147	147
M	Pearson Correlation	.543**	.566**	.560**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	148	144	147	148
**. Correlation is significant at the 0.01 level (2-tailed).					
Y3: Partnership | X2: CRM					
X1: Job competency | M1: Emotional sympathy					

3-5. Multiple regression analysis results

Multiple regression analysis was conducted to find out the impact of consultant job competency and consultant customer relationship management competency on partnership.

In the collinearity statistic, all tolerance limits were >.1 (i.e., VIF<10), indicating that there was no multicollinearity problem between the independent variables. Independence (autocorrelation of dependent variables) was also secured, and this data is suitable for conducting regression analysis.

In the analysis of variance, the F value was 87.978, p=.001, indicating that any one of the independent variables had a linear effect on the dependent variable.

To find out which variable among the independent variables linearly affects the dependent variable, the coefficient table was checked. As a result, the consultant customer relationship management competency factor t(p) = 0.000 and the consultant job competency factor t(p) = 0.000. It was found to have a statistically significant effect, and both hypothesis 1 and hypothesis 2 were adopted as the higher the consultant job competency and the consultant customer relationship management competency, the stronger the partnership became.

The degree of impact on the partnership was identified as the absolute value of the standardization factor beta, and consultant customer relationship management competency (.518) was higher, followed by consultant job competency (.294).

This study shows that the consultant's job competency is important in order to increase the partnership between the consultant and the company's person in charge (representative, executive, etc.), but above all, it shows the implications that the consultant's customer relationship management competency must be enhanced.

The R-squared value was .555, indicating that the consultant job competency as the independent variable and the consultant customer relationship management competency explained 50.5% of the partnership, which is the dependent variable.

Table 5. Summary of Multi- regression Analysis Results

	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	.833	.252		3.301	.001		
X2	.469	.067	.518	6.954	.000	.569	1.759
X1	.301	.076	.294	3.950	.000	.569	1.759
R2=.555, Adjusted R2=.549, F=87.978(p = <.001), Durbin-Watson=1.810							
a. Dependent Variable: Partnership | X1: Consultant Job competency | X2: CRM competency							

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3-6. Mediating effect analysis

Since all VIF values were less than 10, the independence of the independent variable was secured, and Durbin-Watson also secured the independence of the residual term as it was close to 2, so this data is suitable for regression analysis.

First of all, looking at the relationship between the independent variables, consultant job competency, and consultant customer relationship management competency, on the parameter emotional empathy (Baron & Kenny's 2nd stage: independent variable -> parameter), consultant job competency (p=0.000), The consultant customer relationship management competency (p=0.000) was found to have a statistically significant positive effect on emotional empathy. Next, in the two-stage model (Baron & Kenny's step 1 + step 3: independent variable + parameter -> dependent variable), the parameter empathy is statistically significant (p=0.047) on the dependent variable partnership. It was found to have a mediating effect because it was crazy.

In addition, the consultant job competency and consultant customer relationship management competency, which are independent variables in the second stage model, are the regression coefficients of the consultant job competency factor, which is an independent variable in the first stage (Baron & Kenny's stage 1: independent variable -> dependent variable). And standardization) and the regression coefficient (non-standardization and standardization) of the consultant customer relationship management competency factor was statistically significantly reduced. [①Consultant job competency factor: .518 -> .469 (p=0.000), ② Consultant customer relationship Management competency: .294 ->.248(p=0.002)], it can be seen that emotional empathy partially mediates the relationship of the influence of consultant job competency and consultant customer relationship management competency on partnership. Hypothesis 3, 4, 5, Both 6 and 7 were adopted.

Table 6. Summary of Mediating effect results from regression analysis (Baron & Kenny Step2)

	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	-.097	.415		-.235	.815		
X2	.442	.111	.350	3.984	.000	.569	1.759
X1	.469	.125	.329	3.741	.000	.569	1.759
a. Dependent Variable: Emotional sympathy || X1: Job competency | X2: CRM							
R Square: .381(.373) | Durbin-Watson: 2.480 | F: 43.477 | p: 0.000							

Table 7. Summary of Mediating effect results from regression analysis (Baron & Kenny Step1+3)

	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	.833	.252		3.301	.001		
X2	.469	.067	.518	6.954	.000	.569	1.759
X1	.301	.076	.294	3.950	.000	.569	1.759
(Constant)	.843	.250		3.375	.001		
X2	.424	.070	.469	6.027	.000	.511	1.957
X1	.254	.079	.248	3.207	.002	.517	1.933
M	.101	.051	.141	2.000	.047	.619	1.617
a. Dependent Variable: Partnership | X1: Job competency | X2: CRM							
R Square: .567(.558) | Durbin-Watson: 1.794 | F: 61.233 | p: 0.000							

4. Conclusion

Companies around the world are driven by advances in innovative technologies such as artificial intelligence (AI), IoT, big data and unexpected situations and rapid changes such as COVID-19. Therefore, it is necessary to compete faster and prepare for uncertainty, and to do so, there must be various management strategies. Accordingly, companies are increasingly using professional consultants to secure business competitiveness from external consultants and to cultivate short- and long-term strategies, tactics, and problem-solving skills. The consultant's job competency and consultant customer relationship management competency can be said to be factors that have a great influence on the realization of short- and long-term partnerships between the consultant and the company.

Consultants should not only make continuous efforts to strengthen their capabilities to improve the consultant's job capabilities, but also improve their customer relationship management capabilities to achieve long-term partnerships with companies. In addition, it is necessary to make an effort to empathize with the person in charge of the customer company, as in this study and empirical analysis that the emotional empathy factor mediates this in order for the consultant's job role and customer relationship management competency to achieve partnership.

There were limitations in this study. Although many efforts to finding the manager who executed the consulting project, it was difficult to find more samples, and the evaluation included a lot of subjective opinions of each project manager, and the consulting project was executed in Korea. It did not reflect the different opinions of the various project managers implemented in different countries, including those that have been implemented. Future research is based on more samples of consulting project managers who in different countries, and by analyzing the influence of these variables and constructing various variables, consultants and project managers who are working hard in the consulting field can be helped. It plans to conduct follow-up research.

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