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FUNCTIONAL COMPETENCY MODEL OF THE PERSUASIVE COMMUNICATOR APPLICABLE TO THE REAL ESTATE BROKER PROFESSION

ABSTRACT

The article presents the process of creating a competency model based on an empirical study of the opinions and assessments of experts in persuasive communication, managers of real estate agencies, real estate brokers and experts from the real estate industry. The article analyzes the results of the methods: focus group, interview, survey, Delphi method. A rich set of statistical tools and indicators was applied in the empirical study. The competency model that is reached contains 7 competencies that are relevant to the results of similar research done around the world.

The benefits of the functional competency model are that it can be used for other jobs and roles where persuasive communication is fundamental and key to the professionals' performance.

KEYWORDS: competency model, effective persuasive communicator, communicative competence, competencies.

JEL: R10, R30, R39

INTRODUCTION

Communication competencies represent a dynamic system of knowledge, skills, and abilities that are formed over a long period of each person's life. The possibility of studying communication competencies in the context of persuasive communication is a challenge from the point of view of creating and using an effective toolkit. Persuasive communication has its place in the work of representatives of many professions, and is most common among marketing specialists, salespeople, advertising specialists, politicians, representatives of digital marketing, those working in the field of online advertising, and CEO optimization, etc. For real estate brokers, persuasive communication is of key importance, although they do not often fall under the spotlight of research by various researchers. The functional competency model encompasses a set of common competencies for employees involved in the implementation of a specific process (management, production, sales, supplies, accounting, etc.), which are of critical importance for its effectiveness. To create a functional competency model of the persuasive communicator as a core part of the professional profile of the real estate broker, empirical research is applied according to the rules and procedures of this type of research.

1. THEORETICAL FOUNDATIONS OF COMPETENCY-BASED MODELS AND PERSUASIVE COMMUNICATION

The competency-based approach has its theoretical roots in the work of McClelland (1973), who challenged traditional intelligence-based predictors of job performance and proposed competencies as observable, measurable characteristics linked to superior performance. This perspective was later systematized by Boyatzis (1982), who defined competencies as clusters of knowledge, skills, abilities, and personal attributes that differentiate effective from ineffective performers in specific roles. Within this framework, competency models serve not only as descriptive tools but also as prescriptive instruments for recruitment, training, performance management, and career development.

In parallel, persuasive communication has been extensively examined within social psychology, communication studies, and management science. Classical persuasion theories, such as the Elaboration Likelihood Model (Petty & Cacioppo, 1986), emphasize the role of cognitive processing routes, while Aristotelian rhetoric highlights ethos, pathos, and logos as enduring pillars of persuasive influence. Contemporary organizational research further demonstrates that persuasion-related competencies—such as argumentation, emotional regulation, adaptability, and audience-oriented communication—are critical determinants of success in sales-oriented and advisory professions (Spitzberg & Cupach, 2011; Riggio, 2017).

The integration of competency-based models with persuasive communication theory is particularly relevant in professions characterized by high interpersonal interaction, uncertainty, and complex decision-making, such as real estate brokerage. Prior studies underline that effective brokers combine technical expertise with relational and communicative competencies that enable trust-building, negotiation, and long-term client relationships (Boyle et al., 2019; Edwards, 2023). From this perspective, the present study positions persuasive communication not merely as a set of techniques but as a functional constellation of competencies embedded in professional performance. This theoretical synthesis provides the foundation for the functional competency model proposed in this article.

2. METHODOLOGICAL FRAMEWORK AND SAMPLE CHARACTERISTICS

The empirical study is based on a mixed-methods research design integrating qualitative and quantitative approaches, which is consistent with established methodologies for competency modeling in organizational and communication research. The multi-stage design allows for triangulation of data sources and methods, increasing the validity and reliability of the findings and ensuring a robust foundation for the development of the functional competency model.

The qualitative phase of the study includes structured interviews with real estate agency managers, a focus group with experts in persuasive communication, and expert evaluation using the Delphi method. Structured interviews were conducted with 10 managers and owners of real estate agencies operating in the Bulgarian market. The interviews aimed to identify key performance results of brokers and to elicit managerial assessments of the most critical communication competencies for effective persuasive performance. The interviews were audio-recorded and analyzed using qualitative content analysis. Key concepts and recurring categories were extracted, their frequencies calculated, and the most salient themes ranked by relative importance.

The focus group involved 6 experts in persuasive communication, none of whom were affiliated with real estate agencies. This step evaluated an initial long list of 60

communication competencies derived from literature reviews, professional standards, and job descriptions. Through guided discussion and consensus-building procedures, the experts grouped, evaluated, and ranked the competencies, resulting in a validated shortlist of 20 communication competencies relevant to persuasive communication in the real estate brokerage profession.

The quantitative phase of the study was conducted through a survey of 200 real estate brokers employed in large, medium-sized, and small agencies. A purposive sampling strategy was applied to reflect the structural distribution of the profession, with approximately 50% of respondents from large agencies, 35% from medium-sized agencies, and 15% from small agencies. The survey instrument consisted of an author-developed questionnaire based on the focus group results, in which respondents assessed the importance of each of the 20 competencies using a five-point Likert-type scale. Prior to the primary survey, a pilot study was conducted with 15 brokers from an agency outside the main sample to confirm the questionnaire's clarity and functional adequacy.

Statistical analysis was performed using SPSS software. Descriptive statistics (means, standard deviations, medians, and frequency distributions) were used to examine brokers' evaluations of individual competencies and to establish their relative rankings. To test the research hypotheses concerning the influence of professional experience, professional qualification, and demographic variables (gender, age, and education), one-way analysis of variance (ANOVA) was employed. Where statistically significant differences were identified, post hoc comparisons were conducted using the Games–Howell procedure, which is appropriate when variances are unequal, and group sizes are unequal.

In addition, exploratory factor analysis with Varimax rotation was applied to identify latent dimensions underlying the set of communication competencies and to support the structural logic of the competency model. Only factor loadings exceeding conventional threshold values were retained for interpretation. The combination of qualitative validation, quantitative verification, and expert-based refinement through the Delphi method ensured a systematic and methodologically sound process for constructing the final functional competency model of the persuasive communicator.

3. RESULTS OF AN EMPIRICAL STUDY DESIGNED TO CREATE A COMPETENCY MODEL OF AN EFFECTIVE COMMUNICATOR

The empirical study used 4 tools: structured interviews with real estate agency managers; focus groups with experts in persuasive communication; survey of real estate brokers from different types of agencies, Delphi method with experts from the real estate industry.

The following were studied: 6 experts in persuasive communication, 10 real estate agency manager, 200 brokers working in the agencies whose managers were studied, and 5 experts from the real estate industry.

As a result of the focus group with experts, the following short list of competencies was reached, which are the basis of the competency model, in Table 1.

Table 1. Results from a focus group with experts in persuasive communication

	A summarized short list of 20 competencies ranked by logic (sequence of broker actions)	A short list of 20 competencies ranked by importance (weight)
Objective: to arrive at a common (short) List of 20 competences ranked from 1 to 20, based on the general opinion of the group of experts made after ranking the initial 60 competences, according to their logic and importance for persuasive communication	Written communication Use of ICT Oral communication Working with information Problem solving Communicating on the Internet Leadership/teamwork Operational administrative work Negotiations/negotiation Goal setting Human resource management Working with customers Differentiated approach to the interlocutor Empathetic interaction Debating Arguing Flexibility General erudition Emotional interaction Self-control	Negotiation/negotiation (1) Written communication (2) Self-control (3) Oral communication (4) Working with customers (5) Empathetic interaction (6) Emotional interaction (7) Argumentation (8) Flexibility (9) Operational administrative work (10) Human resource management (11) Working with information (12) Use of ICT (13) General erudition (14) Debating (15) Problem solving (16) Leadership/teamwork (17) Communicating on the Internet (18) Goal setting (19) Differentiated approach to the interlocutor (20)
General conclusions for Goal 4	A common (short) list of 20 competencies ranked according to their logic of use was reached.	A general (short) list of 20 competencies ranked by importance (weight)

Source: Author's research

Based on the survey of 200 real estate brokers, a new ranking of competencies was reached after the focus group. The rankings obtained from the survey of brokers differ to some extent from those of the experts. The list of averaged scores in points from the brokers' opinions is presented in the following table, No. 2. The scores for each competency, as reported by each broker, ranged from 1 to 5 points.

Table 2. Ranking of the competencies from the shortlist according to the average value of their assessment from the opinions of the surveyed real estate brokers.

Rang	Competency Avg.	Value in points
1	Self-control	3,78
2	Written communication	3,77
3	Emotional interaction	3,57
4	Working with customers	3,50
5	Empathetic interaction	3,48
6	Goal setting	3,47
7	Differentiated approach to the interlocutor (B13)	3,45
8	Flexibility (B17)	3,45
9	Human resource management (B11)	3,38
10	Negotiations/negotiation (B9)	3,36
11	Operational administrative work (B8)	3,32
12	General erudition (B18)	3,32
13	Debating (B15)	3,26
14	Argumentation (B16)	3,26
15	Problem solving (B5)	3,12
16	Leadership/teamwork (B7)	3,11

Rang	Competency Avg.	Value in points
17	Oral communication (B3)	3,07
18	Use of ICT	3,01
19	Communication on the Internet	2,83
20	Working with information	2,69

Source: Author's research

The lowest ranking was obtained based on the average number of points, 2.69 points, which is more than the theoretical average of 2.5 points. This is evidence that the selection of the short list of 20 competencies is adequate, i.e., these competencies are perceived as normal and inherent to the activities of brokers since they evaluate them with more points than the theoretical average.

4. ANALYSIS OF THE RESULTS OF THE EMPIRICAL STUDY

The results were analyzed in accordance with the previously formulated hypotheses.

1) A comparative analysis of the opinions of the experts in persuasive communication and the surveyed brokers regarding their opinion on the ranking of the 20 competencies in terms of importance was made based on the comparison presented in the following *table 3*.

Table 3. Comparison of the opinions of experts and brokers on the importance (weight) of each of the 20 competencies

Ranked list of competencies based on assessments of the 200 brokers surveyed	Difference in ranks (baseline – brokers' rating)	A short list of 20 competencies ranked by importance (weight) by experts
Self-control (1)	1-3 (difference 2)	Negotiation/negotiation (1)
Written communication (2)	2-2 (difference 0)	Written communication (2)
Emotional interaction (3)	3-6 (difference 3)	Self-control (3)
Working with customers (4)	4-5 (difference 1)	Oral communication (4)
Empathic interaction (5)	5-6 (difference 1)	Working with customers (5)
Goal setting (6)	6-19 (difference 13)	Empathic interaction (6)
Diff. approach to the interlocutor (7)	7-20 (difference 13)	Emotional interaction (7)
Flexibility (8)	8-9 (difference 1)	Argumentation (8)
Human resource management (9)	9-11 (difference 2)	Flexibility (9)
Negotiations/negotiation (10)	10-1 (difference -9)	Operational administrative work (10)
Operational admin. work (11)	11-10(difference -1)	Human resource management (11)
General erudition (12)	12-14 (difference 2)	Working with information (12)
Debating (13)	13-15 (difference 2)	Use of ICT (13)
Argumentation (14)	(14-8) difference 6)	General erudition (14)
Problem solving (15)	15-16 (difference 1)	Debating (15)
Leadership/teamwork (16)	16-17 (difference 1)	Problem solving (16)
Oral communication (17)	17-4 (difference -13)	Leadership/teamwork (17)
Use of ICT (18)	18-13 (difference -5)	Communication on the Internet (18)
Communicating on the Internet (19)	19-18 (difference -1)	Goal setting (19)
Working with information (20)	20-12 (difference-8)	Diff. approach to the interlocutor (20)

Source: Author's research

As can be seen from the table, for some of the competencies, the opinions (ratings) of the experts and the brokers do not differ much, but for others, they are quite different. The minor differences between the ratings of the two target groups are for the following competencies: written communication (difference 0); working with customers (difference 1); empathic interaction (difference 1). The summary of the comparisons made in this way gives grounds for partial confirmation of the assumption (the first hypothesis) that, for the most part, the

competencies, the ratings of the experts, and the brokers regarding their importance for successful persuasive communication are very close. For a smaller part of these competency assessments, they differ significantly.

2) Based on the results obtained from the survey of real estate brokers, which were statistically analyzed using analysis of variance (ANOVA), it can be argued that the second hypothesis is partially confirmed. This means that, for the most part, brokers' self-assessment of the importance of communication competencies depends on their professional experience and qualifications. Demographic factors - gender, age, and education - also influence the assessment of some communication competencies by brokers. The awareness of the importance of the competencies on the proposed list for brokers indicates that these competencies are understood, for the most part, as important to the success of persuasive communication in professionals' work.

3) The opinions (and ratings) of the surveyed 10 managers (or directors) of real estate agencies for the top 4 communication competencies can be compared with the opinions and ratings of the surveyed brokers, because question No. 4 of the interview for managers contains a question about the competencies of brokers.

Table 4 below presents the managers' opinions (and ratings), summarized from the interview content analysis, and the ranking of the first 4 competencies (with the highest ranks) derived from the brokers' survey data.

Table 4. Comparison of the opinions of agency managers and brokers on the top 4 communication competencies of the real estate broker

Rang	Managers' opinions (ratings)	Brokers' opinions
1	Argument	Self-control
2	Self-control	Written communication
3	Flexibility	Emotional interaction
4	Erudition	Working with customers

Source: Author's research

As shown in the table, agency managers' and real estate brokers' opinions differ regarding the top 4 competencies a broker should possess to be an effective persuasive communicator. Moreover, only one of the top 4 competencies is shared across the two lists: "self-control," but it still ranks differently in the two groups of respondents.

The above results are grounds to believe that the third hypothesis is fully confirmed, i.e., the opinions and assessments of real estate agency managers for the top 4 communication competencies differ from those of real estate brokers.

5. Discussion of the results of the empirical study

The study showed that the list of 20 communication competencies, as confirmed in the focus group conclusions, coincides to a significant extent with research worldwide on the communication competencies of real estate brokers. In a summary below, studies are reviewed that support the important conclusions obtained from this study in the dissertation.

S Shirina (2017) examines the Essential Communication Competencies Every Real Estate Professional Should Possess. She presents nine essential communication competencies that every real estate professional should hone to develop the necessary attitude for success: Active Listening Skills, Writing Skills, Verbal Skills, Interpersonal Communication Skills, Teamwork Skills, Presentation Skills, Sales Skills, Negotiation Skills, and Networking Skills.

In keeping with the multifactorial nature of successful persuasive communication, J. Edwards (2023) believes that part of good communication in the real estate sector is providing a quick response to customer inquiries. This is especially important in the lead generation process. New potential customers should be served quickly so that they do not contact another agent before your response, and to demonstrate the level of service. The competencies that Edwards (2023) identifies for the success of real estate brokers are very close to the competency list we developed in the course of the study: fast communication throughout the relationship, flexibility and dialogicity, and quality and clear explanations of difficult concepts. According to the above-mentioned author, in large financial real estate transactions, excellent communication is crucial” (Edwards, 2023).

Communication is not just about how brokers interact with others. It is also about listening and focusing on the information they receive. The work of a real estate broker is about effectively communicating with other people (clients, institutional representatives, brokers). Working in the real estate field requires good communication not only with clients, but also with colleagues and brokers. Brokers and team members can help with real estate transactions and also provide advice that can advance the broker's career (Edwards, 2023). To successfully implement effective communication as a real estate agent, experts recommend that they should consider several practices (Best Practices for Effective Communication in Real Estate 2023): Practicing active listening techniques; Using the FORM method: include the following in a conversation with a client, in no particular order: Family friends; Profession; Recreation; Motivation; Practicing nonverbal communication skills; Determining the best way to communicate with each client (phone calls, SMS or messaging apps such as WhatsApp, Viber, LINE, Messenger or others); Leveraging technology: Messaging apps such as WhatsApp and Messenger are popular among businesses for their communication capabilities and are widely used by clients and potential clients; Responsiveness - responsiveness to clients' needs, concerns and inquiries. Clients expect timely responses and up-to-date information; use of visual aids; and follow-up to connect with clients and maintain good relationships with them.

Empirical studies show that tools such as smartphones and laptops, combined with social media, play an important role in today's communication trends for real estate agents. The role of traditional means of communication, on the other hand, such as leaflets and newspapers, is significantly decreasing (Zalewska-Turzyńska, 2019).

6. Creating a competency model

Before applying the Delphi method, which is fundamental to creating a competency model, a factor analysis was performed on the results of a survey of real estate brokers' opinions.

The results of the factor analysis with a rotated solution (varimax method) show that 6 factors can be separated. In the first component (factor), only variables with weights above 0.5 are grouped – these are K11, K12, K13, K14, and K15 – “operational administrative work”, “general erudition”, and “debating”, “arguing”, “problem solving”. We can call this first factor “expert”. The second factor comprises K7, K8, K9, K10 – “differentiated approach to the interlocutor”, “flexibility”, HRM, “negotiations/negotiation”. We can call it “persuasion”. The third factor covers K3, K4, K5 - Emotional interaction "Working with customers", "Empathic interaction", and we can call it "empathic". The fourth factor unites K16, K17, K18 - teamwork, oral communication and use of ICT and we can call it - "interaction"; The fifth factor - K2, K19 and K20 - "written communication", "communication on the Internet", "working with information" and we can call it - "informed communication"; The sixth factor

refers to only one variable, namely K1 (self-control), which is why we do not assign it to any other factor, but call it a separate factor "Self-control".

Competency K6 (goal setting) has a low factor weight and is therefore dropped from further analysis, so the list of competencies becomes 19.

Six experts from the real estate industry participated in the application of the Delphi method. The competencies grouped into factors above were presented to the experts for evaluation and ranking within each factor, and a separate ranking of 19 competencies as a general list. The following table presents the competencies ranked by the experts in each factor separately, as this was done only for the first 5 factors, and the sixth factor is considered isolated, but necessary for the model, therefore it is not included in the study using the Delphi method.

Table 5. Ranking of competencies by factors obtained using the Delphi method

Rang	Factor 1 (expert)	Factor 2 (persuasion)	Factor 3 (Empathetic)	Factor 4 (interaction)	Factor 5 (digitalization)
1	Argumentation	Negotiation negotiation	Emotional interaction	teamwork	written communication
2	Problem solving	flexibility	Working with clients	verbal communication	communication in internet
3	Debating	Different approach to the interlocutor	Empathetic interaction	use of ICT	working with information

Source: Author's research

As a result of the experts' work using the Delphi method, a list of 11 competencies was developed.

Table 6. Final list of competencies after applying the Delphi method for expert assessment, and their relevance to the various factors

Competencies	Factor №
1. Argumentation	1
2. Negotiation	2
3. Emotional interaction	3
4. Teamwork	4
5. Written communication	5
6. Problem solving	1
7. Flexibility	2
8. Customer service	3
9. Oral communication	4
10. Internet communication	5
11. Self-control	6

Source: Author's research

The resulting list, after applying factorial statistical analysis and the Delphi method for expert assessment, was proposed to a general group of brokers and managers for final ranking.

After the managers and brokers ranked the 11 competencies, the results were processed and summarized. The following table presents the results of the final verification of the competencies and reaching the competency model.

Table 7. Competencies, descriptive statistics, and average rank score in the verification by real estate managers and brokers

	N	Minimum	Maximum	Mean	Std. Deviation
Arguing	20	3,00	11,00	7,4500	2,25890
Negotiation	20	1,00	8,00	3,2000	2,26181
Self-control	20	1,00	10,00	3,7500	3,04138
Emotional interaction	20	1,00	11,00	6,9000	2,69307
Teamwork	20	1,00	11,00	7,4500	2,32775
Written communication	20	1,00	10,00	5,4500	2,85574
Problem solving	20	1,00	11,00	6,7500	2,86310
Flexibility	20	2,00	11,00	7,8000	3,03662
Working with customers	20	1,00	5,00	2,8500	1,18210
Oral communication	20	2,00	10,00	4,9000	2,10013
Communication on the Internet	20	5,00	11,00	9,5000	2,11511

Source: Author's research

As can be seen from the table, the first 7 competencies with the highest ratings as significant for the work of the effective persuasive communicator (which means the lowest average rank scores) are the following:

1. Working with customers
2. Negotiations
3. Self-control
4. Oral communication
5. Written communication
6. Problem solving
7. Emotional interaction

The final competencies thus obtained encompass the following factors obtained at a previous stage of factor analysis; they are shown in Table 8.

Table 8. Final list of competencies (competence model)

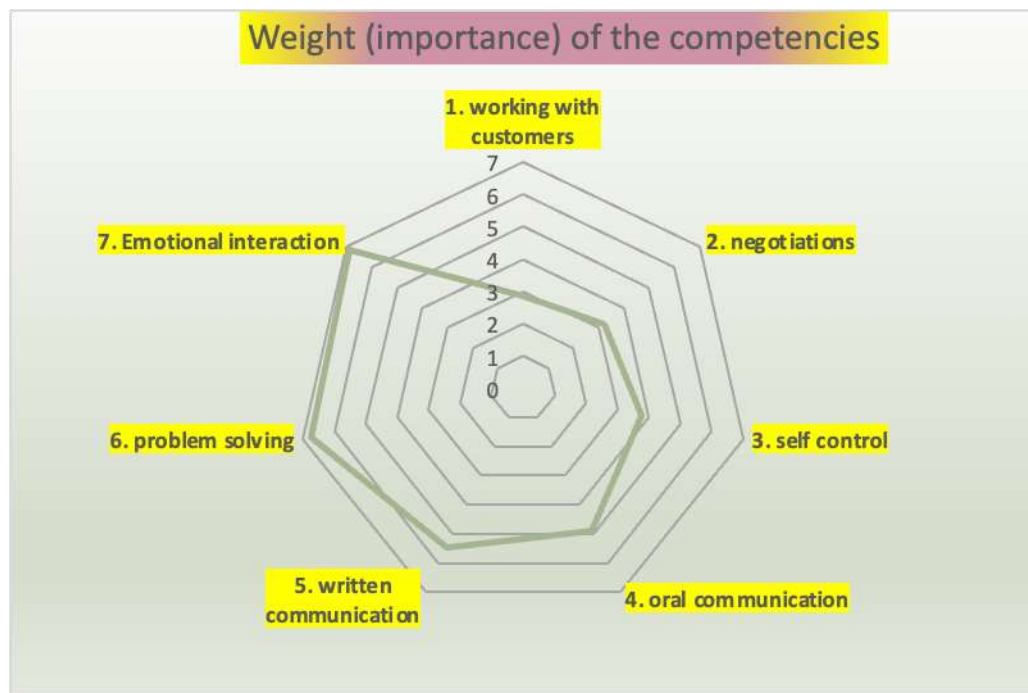
Competencies Weight	Competencies Weight	Competencies Weight	Competencies Weight
1. Customer Service	2,85	1	3 (empathetic)
2. Negotiation	3,2	2	2 (persuasion)
3. Self-Control	3,75	3	6 (self-control)
4. Oral Communication	4,9	4	4 (interaction)
5. Written Communication	5,45	5	5 (informed communication)
6. Problem Solving	6,75	6	1 (expert)
7. Emotional Interaction	6,9	7	3 (empathetic)

Source: Author's research

It turns out that all 6 factors are represented in the competency model. However, only factor №3 (empathic/empathy) is represented with two competencies, and specifically, these are “customer service” and “emotional interaction”.

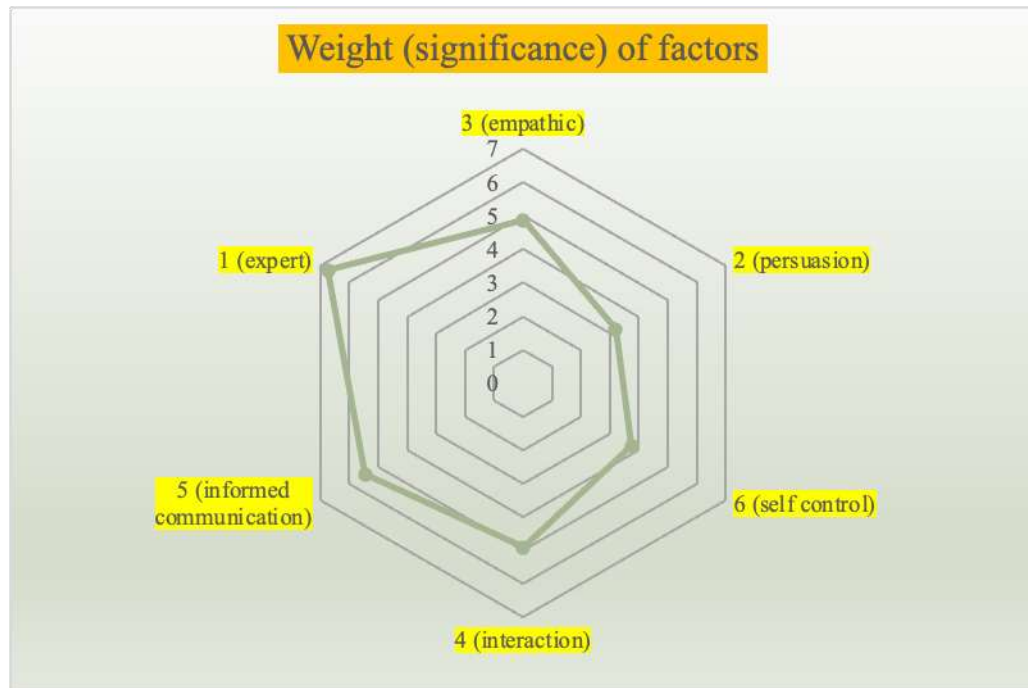
The following two figures are graphically presented: in Fig. 1, the competency model with a certain weight for each competency, and in Fig. 2, the competency model by factors, and for the factor “Empathy,” the factor weight was obtained by arithmetic mean estimation of the weight of the two competencies that are represented in it.

Figure 1. Competency model by competencies



As can be seen from the figure, the lowest values indicate the highest rank, i.e., the greatest weight (or importance) of the individual competences.

Figure 2. Competency model by factors



As can be seen from the figure, the highest weight is factor 3. "Persuasion", and the lowest weight is factor 1. Expert". Factor No. 6 "Self-control" and factor No. 3 "empathy" occupy the second and third place in importance, respectively.

The following table 9. lists the individual behaviors grouped by competencies for the position "real estate broker". For other positions to which the functional competency model of the "effective persuasive communicator" can be adapted, the behaviors listed below for each competency will be different. For example, for the position of PR, these behaviors will differ from the behaviors of the real estate broker, and also from the behaviors of the marketing specialist.

Table 9. Competencies and corresponding behaviors from the competency model of the effective persuasive communicator adapted for the position of "real estate broker".

Competencies	Behaviors. The broker has the following behaviors according to the competencies
1. Working with clients	<ol style="list-style-type: none"> 1. identifies clients 2. interacts with clients by carrying out activities to familiarize clients with the properties they are interested in, conducting real estate inspections, with explanations from the broker; 3. explanations from the broker to clients about the prices and methods of financing and payment for the real estate; Prepares for the closing of transactions. 4. Assists the client in the final closing of a particular transaction
2. Negotiations	<ol style="list-style-type: none"> 1. The broker conducts conversations with potential clients, trying to reconcile the differences in the demands for a fair price for the properties – on the one hand, the wishes of the seller, on the other hand, the wishes of the buyer. 2. The broker conducts price negotiations with both parties to the transaction by phone, email, and other technical means such as WhatsApp, Viber, etc..

Competencies	Behaviors. The broker has the following behaviors according to the competencies
3. Self-control	One carries out interactions and communications without losing control over their behavior and maintaining full control of their actions, oriented towards achieving a successful deal under favorable conditions for the agency they work for. 2. Performs daily self-training and communication skills training to be sure that in no situation of the day he will get out of control and will not fail any of the undertakings for which he is responsible in the mediation of the purchase and sale and or rental of real estate.
4. Oral communication	1. Makes efforts to observe business etiquette (speech etiquette) in every case of communication with clients, their direct and indirect managers, representatives of interested parties - investors, representatives of sellers and buyers (lawyers), consultants, clients: legal entities or individuals; 2. studies and improves his qualifications through training in oral communication, public speaking, and personal persuasion.
5. Written Communication	Performs self-training and qualification improvement activities to work with written text intended for written communication with a party via email, Viber, TikTok; Communicates in writing in different languages with clients, contractors, and distributors directly related to his work as a real estate broker
6. Solving Problems	Works on resolving problems that have arisen in the activity of offering and mediating in real estate transactions
7. Emotional interaction	Develops personal qualities of sympathy by training one's own abilities to successfully understand the thoughts and feelings of another person and their intentions, motivations, and values, which also means a greater emotional connection with clients.

The procedure for testing the competency model for other professions and specialties that imply an unconditional need for effective persuasive communication is associated with many pitfalls and obstacles. Regardless of everything, the current competency model is close to the job description of the profession "real estate broker" and its use will significantly increase the capacity of real estate agencies, both in recruiting personnel, but also in the development, adaptation and training of these employees.

7. LIMITATIONS OF THE STUDY

Despite the study's methodological rigor, several limitations should be acknowledged. First, the research is conducted within the specific professional context of real estate brokerage in Bulgaria, which may limit the generalizability of the findings to other national or regulatory environments. Although the competency model is designed as a functional and adaptable framework, its empirical validation remains context-dependent.

Second, the study relies partly on self-assessment data provided by real estate brokers, which may be influenced by social desirability bias or subjective perceptions of competence. While this limitation is partially mitigated through triangulation with expert evaluations and managerial assessments, it cannot be eliminated.

Third, the cross-sectional design captures competencies at a single point in time. Longitudinal studies could provide deeper insights into the development and stability of persuasive communication competencies over the course of professional careers. Recognizing these limitations contributes to greater transparency and offers directions for future research.

CONCLUSION

As a functional type of competency model, the above-created model for an effective persuasive communicator with seven competencies, namely:

1. Working with customers
2. Negotiation
3. Self-control
4. Oral communication
5. Written communication
6. Problem solving
7. Emotional interaction

It can be tested for different positions, but also for roles. There are many professional fields and professions in which there are positions that involve persuasive communication in the foreground. Some of them are not related to sales, while others relate to professions close to politics. In all cases, when testing the competency model presented above, the procedures for comparing the opinions of employees (workers) in the organization with their leaders, managers, directors, etc. should be followed.

The proposed functional competency model has several practical implications for real estate organizations and other sectors where persuasive communication is essential. First, the model can be directly applied in recruitment and selection processes by serving as a competency-based profile against which candidates' communication behaviors can be assessed through structured interviews, role-play simulations, and assessment centers.

Second, real estate agencies may use the model as a framework for targeted training and professional development programs. For example, brokers demonstrating lower levels of self-control or emotional interaction could be enrolled in specialized training focused on emotional regulation and client-oriented communication. Similarly, negotiation and problem-solving competencies may be enhanced through scenario-based learning and mentoring.

Third, the model provides a foundation for performance appraisal and career development systems by linking observable communication behaviors to organizational outcomes, such as client satisfaction, deal-closure rates, and long-term client retention. Beyond real estate brokerage, the model may be adapted to other professional roles-such as sales consultants, financial advisors, or public relations specialists-by contextualizing the behavioral indicators associated with each competency.

After it is in effect for a specific period of time (for example, 2 years), the model is subject to updating or modernization in response to the emergence of new requirements for positions, roles, and functional duties. In the event of a drastic change in environmental conditions, the functional boundaries of the "effective persuasive communicator" function may change, requiring a complete re-evaluation of the steps and the definition of new key competencies in line with the new conditions.

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