

## **Organisation Can Get Competitive Advantage Over Their Competitors through Competency Based Management - A Critical Review**

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### **ABSTRACT**

*Ability, skills and knowledge required to perform a job is known as competency. It may also include attitude and motive, in the area of technical, managerial administrative, behavioral Conceptual or theoretical activities. Technical Competency relates to Technical knowledge for operation and maintenance purpose. Managerial Competency is related to managerial functions i.e. planning, organizing, directing and controlling Theoretical competency is related to models, concept etc. Competencies enable a person to handle the task effectively and give expected results. This paper analyse as to how Competency Based Management is helpful for any organisation to get competitive advantage over their competitors. The method of data collection is Primary (Questionnaire) & secondary sources and was collected through Management Books, Articles and companies website. Data Analysis has been done through Simple Percentage Method.*

**Key Words:** Competency, Management, Competitors, job

### **I INTRODUCTION**

Competency-based management supports the integration of human resources planning with business planning by allowing organizations to assess the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization. Targeted human resource strategies, plans and programs to address the gaps (e.g., hiring and staffing; learning; career development; succession management; etc.) are then designed, developed and implemented which haps in closing the gaps.

This study tries to highlight the cause and the factor who increase the competency among the employee and if there will be some weakness then suggest how to increase by the managerial planning and to create competent environment through knowledge sharing, training process, and organisation development process and to find out some other key factor which is very essential to creat and carry competency based environment for both employee and employer because in modern era only through competency based management organisation can achieve the goal and survive in a long time period with good image within the all.

### **II LITERATURE REVIEW**

The Term “Competence” was used in different area before being used in management .these area include skills ,and knowledge of the person -based management which refers to dynamic, systemic, cognitive, and holistic concepts of competence, organizations, and their competence-based interactions (Sanchez & Heene, 1997). Drawing on this and recent thinking about competences, Sanchez (2002) identifies five aspects or “modes” of competences that are expressed through specific

kinds of activities and processes. They are distinctive kinds of organizational flexibility to respond to changing and diverse environmental conditions, such as evolving market demands, technological change and competitive development in an industry. Each of these distinctive kinds of flexibility can in turn be described by the kind of portfolio of strategic options that each flexibility brings to an organization. The five modes of competences are:

- (a) cognitive flexibility to imagine alternative strategic logics;
- (b) cognitive flexibility to imagine alternative management processes;
- (c) coordination flexibility to identify, configure and deploy resources;
- (d) resource flexibility to be used in alternative operations; and
- (e) operating flexibility in applying skills and capabilities to available resources.

### **III OBJECTIVES OF THE STUDY**

- (a) To analyze the employee attitude towards the concept of competency based management
- (b) To find out the employee opinion about their management contribution towards competency
- (c) To find out the employee opinion about their management contribution towards competency based management
- (d) To find out whether the employee are satisfied with current working environment
- (e) To suggest the way to improve the competency based management in organisation
- (f) To find out organisation can get competitive advantages over their competitors.

#### IV RESEARCH METHODOLOGY

Despite the growing popularity in the field of social science, question has been raised over the legitimacy and dependability of the research tool. Generally, research is a continuous process of searching knowledge, one can also define research, as a scientific and systematic search for acquiring relevant information on specific topic, and research methodology is an approach to the entire process of the research study (collis and hussey2003)

This section presents the research model & methodology employed in this study including ,type of research ,research approach and research strategy, forth more ,the target population ,sampling size and sampling method, data collection method and data analysis are also discussed in this section

- (a) **Research Design**-This research is conducted based on the research philosophy devoted to the research strategy employed and utilizing the research instrument for successful accomplishing the goal.
- (b) **Type of research** -This present study is a descriptive research, because it intends to profile. define and estimate predict and examine associated relationship.

A research strategy contains objectives derived from the research questions, forth more ,it specifies the source ,from which the data collection is intended and also focuses on the possible constraints ,there are several research strategies ,including ,surveys ,case studies, The information for this paper will be analysed using questionnaire survey and research design will be qualitative.

- (c) **Research Questionnaire**- In this method a questionnaire with a list of questions related to the field of enquiry has to be prepared with space for the answer to be filled by the respondents.

The questionnaire will be handed in person or mailed to the respondents with a request for quick response within the specific time .as the questionnaire is the only media of communication between the investigator and the respondents ,the questionnaire should be designed or drafted with extreme care and caution ,so that all the significant and indispensable information for the enquiry may be collected without any difficulty and vagueness. The research questionnaire for this study consist of two section .the first section focuses on the profile of the respondents and second section focuses on the questions related to the variables of the study . For Interpretation Simple Percentage Method has been used with the help of pie Graph.

#### V RESULT AND INTERPPETANTIORI

Opinion of respondent was analysed on various factors of competencies. The results are depicted in figure 1 to 12 given below:-

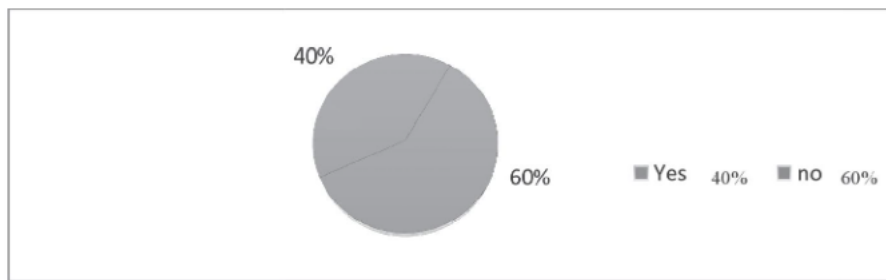
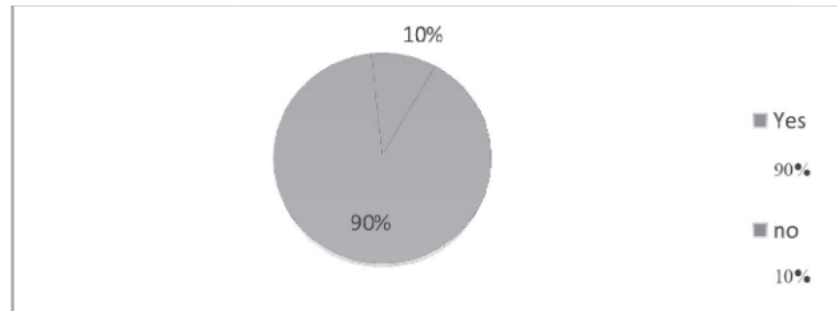


Fig. 1 Respondents opinion on -Production knowledge of material and tools used

**Interpretation:**

Production Knowledge of Material and tools used  
 Chart shows that 60% Respondent are agreed and 40% Respondent are not agreed.

The no. of Respondents opinion about competency factor of



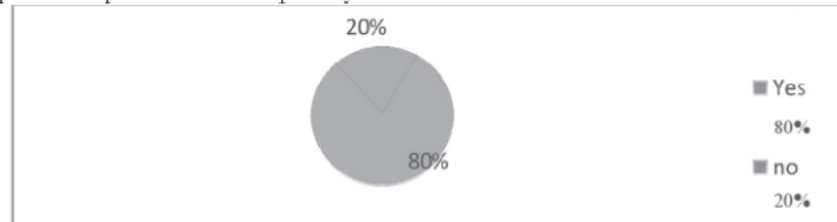
**Fig. 2 Respondent opinion on Leadership Skills Required**

**Interpretation:**

Leadership Skills Required

Chart shows that 90% Respondent are agreed and 10% Respondent are not agreed.

The no. of Respondents opinion about competency factor of



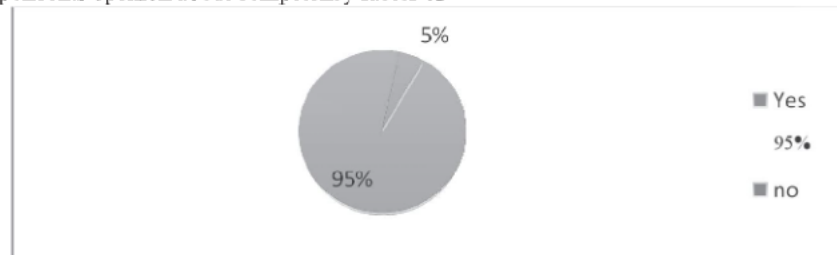
**Fig. 3 Cooperation between Employee & Employer**

**Interpretation:**

Cooperation between Employee & Employer

Chart shows that 80% Respondent are agreed and 20% Respondent are not agreed.

The no. of Respondents opinion about competency factor of



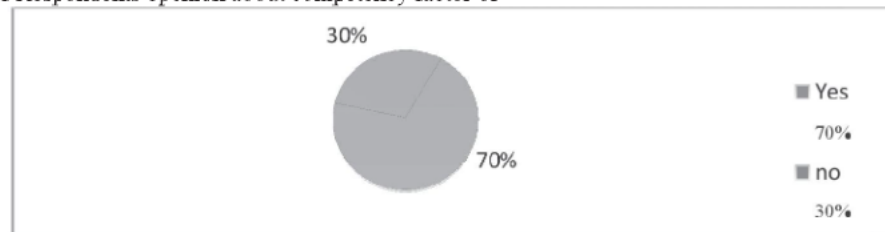
**Fig. 4. Level of Attitude to learn new things in short time**

**Interpretation:**

Level of Attitude to learn new things in short time.

Chart shows that 95% Respondent are agreed and 5% Respondent are not agreed .

The no. of Respondents opinion about competency factor of



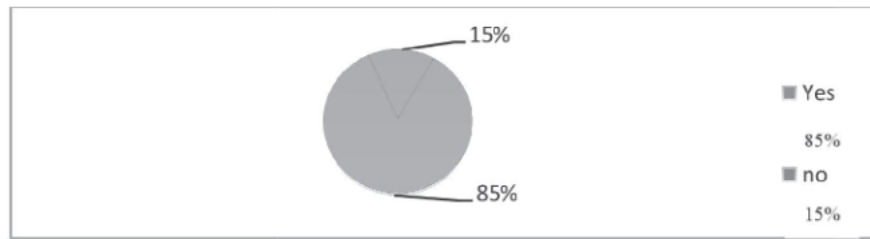
**Fig. 5. Team Sprit Skills**

**Interpretation:**

Team Sprit Required

Chart shows that 70% Respondent are agreed and 30% Respondent are not agreed.

The no. of Respondents opinion about competency factor of



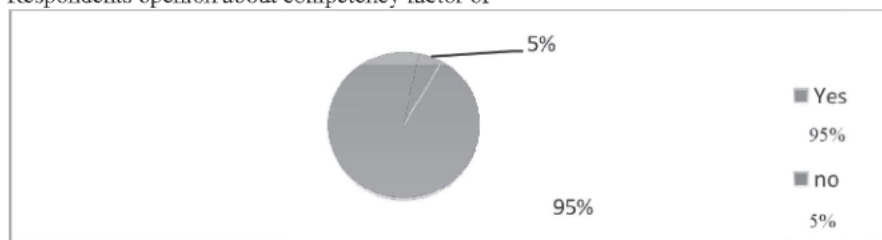
**Fig. 6. Time Management Skills**

**Interpretation:**

Time Management Skills:

Chart shows that 85% Respondent are agreed and 15% Respondent are not agreed.

The no. of Respondents opinion about competency factor of



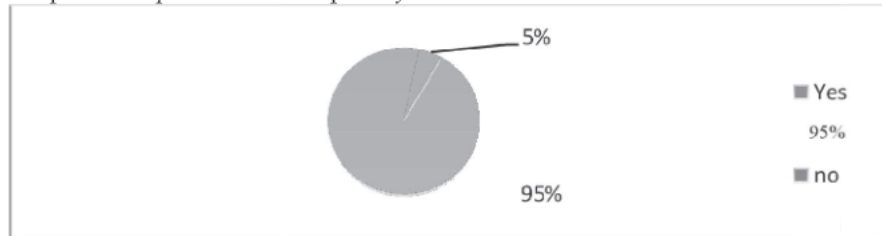
**Fig. 7. Information about job description**

**Interpretation:**

Information about job description:

Chart shows that 95% Respondent are agreed and 5% Respondent are not agreed .

The no. of Respondents opinion about competency factor of



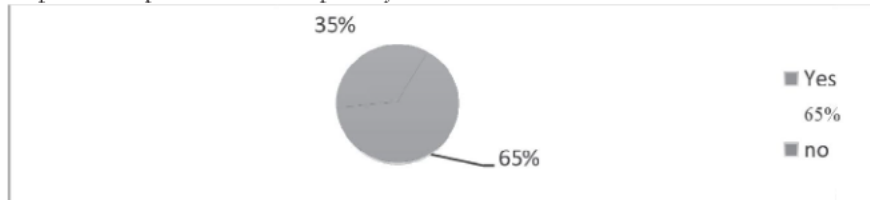
**Fig. 8. Communication Skills**

**Interpretation:**

Communication Skills

Chart shows that 95% Respondent are agreed and 5% Respondent are not agreed.

The no. of Respondents opinion about competency factor of



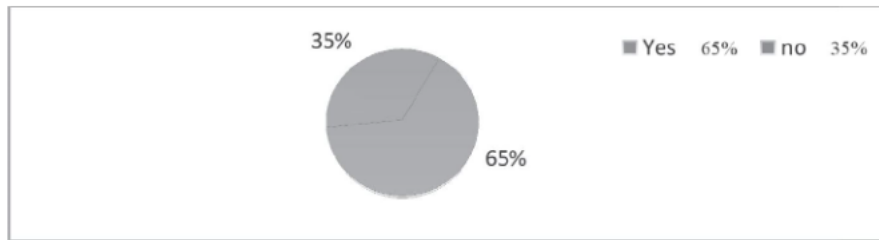
**Fig.9. Decision Making Skills**

**Interpretation:**

Decision Making Skills:

Chart shows that 65% Respondent are agreed and 35% Respondent are not agreed.

The no. of Respondents opinion about competency factor of



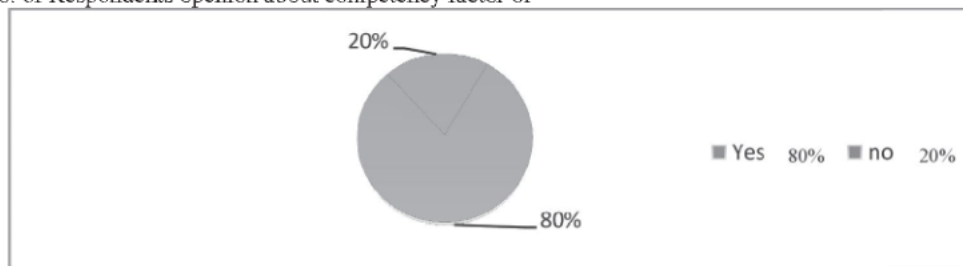
**Fig. 10 Trust worthy and ethics in Organisation:**

**Interpretation:**

Trust worthy and ethics:

Chart shows that 65% Respondent are agreed and 35% Respondent are not agreed.

The no. of Respondents opinion about competency factor of



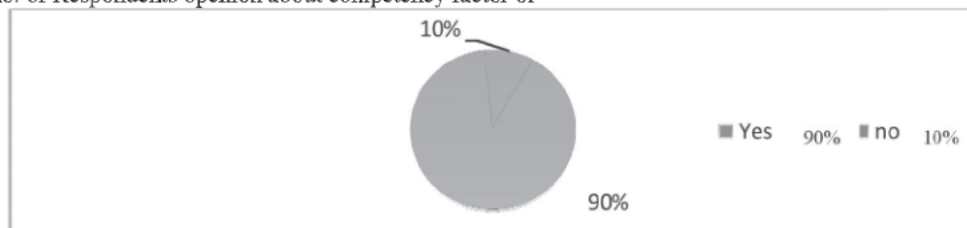
**Fig. 11 Career Growth Opportunity**

**Interpretation:**

Career Growth and opportunity:

Chart shows that 80% Respondent are agreed and 20% Respondent are not agreed.

The no. of Respondents opinion about competency factor of



**Fig. 12 Risk Taking Capabilities**

**Interpretation:**

Risk Taking Capability:

Chart shows that 90% Respondent are agreed and

10% Respondent are not agreed.

**VI FINDING**

By the help of Research work it has been found that Every employee in this recent trend, is keen interested to gain Knowledge ,to achieve new high in career, ready to take more risk ,ready to change attitude ,willingness for learning new things and always ready to do hard work and accept the new challenges. Also found that in recent trends every employer is very well aware about competency based management and its competitive advantage.

**VII CONCLUSION**

While competencies are not new to most organizations, what is new is their increased application across varied human resource functions (i.e., recruitment/selection; learning and development, performance management, career development and succession planning, human resource planning). Organizations are looking for new ways to acquire, manage and retain the precious talent needed to achieve their business goals.

And it has been also observed by the research work that Organisation can get competitive advantage over their competitors through Competency based Management over their competitor.

### VIII SUGGESTION

For employer it should be awareness about properly designed, competencies translate the strategic vision and goals for the organization into behaviors or actions employees must display for the organization to be successful.

Also there is an urgent need to identify the more influencing factor continuously for competency based management for growth of organisation as well employee.

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