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A REQUIRE FOR MAPPING OF HR-MANAGERIAL COMPETENCY TO CONSTRUCT BOTTOM LINE RESULTS

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ABSTRACT

Globalization has changed the organizations to innovate for competitive advantage over competitions. Now a day's organizations are aware about market fluctuations and radical changes in the business. More over organizations are intend to discover new competitive space for their business survival. The radical changes in the technology have changed the existing boundaries of business and make their employees to work for their organizational commitment. It's the responsibility of the top management to focus on the innovation and invention of competitive products and services. They are compelled to choose their strategy between survival and growth. Many organizations plan to cut their overall expenditures and retrench for safe markets. Employees are informed to focus on continuous learning and their career development instead of their benefits and salary hike. This study examines the impact of HR competencies and business sustainability in a competitive edge.

KEYWORDS

Employee retention, workplace learning, multiple competences, Competency mapping, organizational innovations, HR practices, talent management.

INTRODUCTION

In the recent times Indian economy has been empowered by the rapid growth of technology. IT revolution had changed the organizations to innovate and implement new strategy for their business developments. More over a large part of growth is related with the outsourcings and off sourcing of business process and software development activities. Indian IT and ITES industry had attained a compounded annual growth rate (CAGR) of 30 % and where as nearly 60% of the revenues will be generated from the US based clients.

Now a day's organization has changed their views towards globalization and generating more opportunities for youngsters. Main challenge of an organization is to manage multi level of engagement in their business process. It consists of the nature of work group process, capacity building and their related activities like guiding principles with work plans. It includes HR process like new hiring process, employee orientation, training and maintaining reports. In general highly skilled employees in the organization will have multiple competences over others.

WHY COMPETENCY MANAGEMENT IS IMPORTANT FOR AN ORGANIZATION?

Global competitions have changed the organisations for innovating new ways to do their business and productivity. Employers mainly focus to retrench and retain their skilled employees from leaving their jobs instead of searching for new employees. More cost will be associated with recruitment process and retaining them. The effective way for retaining their skilled employees in organization is by offering multi task and maintaining career advancements. Organizations are focusing on maintaining core competencies in order to attain core competitive advantage. Competence is a state of ability, specific range of skills and knowledge of an individual.

Competence is a leveraging process used to maintain a brand image about the organization. Competency is defined to be observable and measuring behaviors of individuals. Competency management is a process of identifying the capability or ability of an individual or employees in an organisation. It can be driven by the individual motivation, attitudes, beliefs and self concepts. Some of the methods applied for an organisation to identify competencies are systematically do some evaluations and check the current competencies, identify the gaps between job descriptions and employees competencies and analyse the gap for the learning's. In general Competency is broadly classified into two types namely Core competencies and capabilities of organizations.

Core competencies are mainly related with the continuous learning of the organizations like co-ordination of production skills, integration of multiple technologies, diversification of product and services. It enhance competitive advantage by creating customer values and difficult for a competitor to imitate or plan for any substitutes. It includes key competencies of all the employees in an organization to achieve its mission and vision.

COMPETENCIES ARE BROADLY CLASSIFIED INTO THREE KINDS NAMELY**➤ ORGANIZATIONAL COMPETENCIES**

It is a unique factor makes the organisation competitive and change the organisation into successful one. It varies from the access of variety of markets, consumers and their customer benefits from end products.

➤ JOB/ROLE RELATED COMPETENCIES

It is mainly related with the specific requirement of an individual to perform his or her job. It may vary form organisation to organisation depending upon their task and duty. It is an important criterion for the hr functions like selection process, hiring, training, performance appraisal, succession planning and compensation.

➤ PERSONAL COMPETENCIES

It includes ability of individual to perform their duty or job in their employment. Personal competencies are related with the individual behavioural competencies apart from their knowledge and skills. Some of the personal competencies are individual development, initiative and commitment. Interpersonal competencies like internal communication, relationship building, team orientation and creation of awareness.

THE IMPORTANCE OF MULTIPLE COMPETENCE AND ITS CHALLENGES ARE

1. A proper competency model is to be developed for the organisation and to be implemented for various departments.
2. Importance will be given to both technical and administrative functions.
3. Complex problems in the model to be solved with more accuracy.

HR LEADERSHIP COMPETENCIES AND ORGANISATIONAL PERFORMANCE

Many organizations are facing turbulent problems in handling and leading their employees. Organizations had made several changes to the competencies to communicate with its workforce regarding their work and employing them to achieve its mission and vision. They mainly concerned with their leadership style and leadership development process. HR plays an active role in an organization to choose and employing suitable candidates in order to attain strategic business objectives. It is the role of the management to develop a competency models for the development of leadership brands.

The necessary competencies to be developed for effective performance of employees are**➤ PEOPLE DO THEIR TASK; BUT JOBS DO NOT**

It's the roles of the leaders to realize about their HR programs were mainly designed to focus on jobs rather than peoples doing their jobs. More over HR process like recruitment, hiring, performance appraisal and succession planning are focused on filling the jobs instead of looking of talent one with skills and competencies. For an Example: training will be specifically related with their jobs only and also pay related with their job performance.

➤ EMPLOYMENT CREATES BUREAUCRACY

Many organizations were losing their fundamental structure and bureaucracy in a formal process. More over many organizational levels and layers in the structure are not maintaining their value for the growth of organization. Because of the nature of job, various job titles were created unnecessarily and its hierarchical structure will affects the communication process to be difficult and challenging.

➤ MAXIMIZING INDIVIDUAL PERFORMANCE

Due to the overhead expenditure pressure many organizations wants only a fewer jobs with effective performing individuals. More over skilled and competent persons were employed in a required task to attain the organization goals.

➤ TALENT MANAGEMENT AND DEFINING JOB DESCRIPTION

Jobs description may describe about the required skills and competences. Recruiting competent persons for the job description will mainly focus on peoples to gain knowledge, acquire skills and competencies throughout their careers. But the skills and competences are directly related with the training and development, performance management system and pay systems. Employee development and coaching process were designed to increase the core competencies and skills of the employees for achieving better results.

➤ COMPETENCIES AND BUSINESS COMMITMENT

Competencies will be aligned with the business strategies for the achievement of better quality, team work and employee commitment. The workforce with skills and competencies can perform their task without any deviations and attainment of organizational commitment.

Some of the HR leadership competencies are**1. BUSINESS AND ORGANISATIONAL KNOWLEDGE**

It's a part of an HR professional or Executives to gain some knowledge about the business process, operational functions and organisational functions. Understanding the current business problems and related it to the organisation issues for creating some awareness to the human resource.

2. COACHING AND MANAGERIAL DEVELOPMENT PROCESS

In general organisation has to focus on the coaching and employee development activities to raise their potential competence and skills to attain common targets. It is a program organized to the HR executive's and managers to raise their level of supervision in work area. It leads the HR professional to seek guidance to employees about their job complexity.

3. CRITICAL AND ANALYTICAL THINKING

HR professional or executives are needed to be proactive with organisational issues and collecting the information about the business process and using it for taking proper decisions.

4. EFFECTIVE COMMUNICATION SKILLS

It's an important leadership competency for an HR professional or Executives to communicate with the employees about the decisions taken on strategy and policy about the organisations.

5. EXPERTISE IN TECHNOLOGICAL PROCESS

More over the hr executives are aware about the importance of hr technology and to conduct possible research about the organisations needs. It is a need for the HR professional or executives to be competent in using the HR systems and also capable of measuring the effectiveness of HR practices and its systems.

The reasons for the development of HR leadership competencies are

- Competencies are linked with the organizations performance and key result areas. Many organizations are mainly focusing for their employee cultural alignment and personal development rather than organizational objectives and the achievement of goals for business results.
- Competencies to be aligned with current business strategies and organizational capabilities.
- Competencies expectations will be differentiated to fit with their employees various roles.
- It must be aligned with the beliefs of senior executives and designed with their personal behavior and commitments.
- It should be linked with the organizational enabling systems to leverage them.

CONCLUSION

Managing the knowledge workforce in business is the key factor for success. By the development of suitable work environment and competencies will result in low employee turnover and maintaining higher productivity. Development of HR competencies will empower the HR professionals to focus on employee satisfaction to employee delight. It transforms a widespread approach of managing the employees towards organizational commitment and achievement of bottom line results.

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