

# COMPETENCY MODEL AS A CONDITION FOR DEVELOPMENT AND PERFORMANCE OF HUMAN RESOURCES IN THE COMPANY

Jana Slaninková, Mária Girgošková

## INTRODUCTION

Beginning of 21 st century represents an increase in effort of companies to implement the concept of managerial competences as a basis for creating the systems of human resources development. Managers of human resources use competency models that identify specific competencies directly conditioning high performance. Incorrectly identified competency model can reduce the pace of business development. There are a lot of knowledge, skills and abilities that are essential and necessary for the manager work.

Organizations are often forced to take competency models without possibility of verification in practice. Intercultural diversity of participants and the impact of the environment in which the company operates in Slovakia, the contribution of competency model, and on it based development of company interacts. Competencies of workers are intended to performance and fulfillment of company strategy.

## 1 COMPETENCE

The term of competence is understood not only as the importance of work and managerial skills development. In „colloquially“ language we understood by the term competence an authorization to do something granted the authority. Competence in this sense is obtained from the "outside" by the consensus of stakeholders (e.g. the competence of manager to decide on the disbursement of funds). In terms of MHR (Management of human resources), based on the competencies, we mean a competence demonstrated ability to carry out specific activities, to behave a certain way. In this way is the competence "internal" quality of man capable of achieving adequate, respectively excellence performance in the work area [3].

Similarly Plamínek and Fišer [4] perceive the competence as a harmonious "duality" of two components (human resources / potential for performance versus work / real performance): if you miss one (or both) of these components, competence is also missing, and specific competence is linked with a particular task of specific person:

$$\text{competence} = \text{resources} + \text{performance}$$

Performance is "obtained" from sources of competence, which are mainly characteristics, attitudes and skills. These sources of competence are mutually different in degree of suggestibility as well as in the effectiveness of changes in working life [4].

## 2 WHAT IS A COMPTENCY MODEL?

Competency model consists of competences, it expresses such combination of key behaviors (based on individual characteristics such as knowledge, skills, experience, etc.), which is essential for successful / outstanding fulfillment of tasks in certain working position, respectively overall in the organization [3].

Structure of the competency model can be generally characterized by:

- definition, behavioral symptoms and level of competence: The range of scales used in practice is different, it ranges from 3 to 7 degrees. The different levels of competence (degrees of scale) used to be marked numerically, verbally or in combination and are completed by a description representing the frequency of behavior (no / regular occurrence of specific symptoms), scope of usage (no / involvement of other staff and assistance to other staff) and the degree of proactivity, initiative in behavior.
- number of included competencies: the scope of competency models is different, Caroll and McCrackin recommend to

choose 4 - 12 competencies of each type (key, functional, leadership).

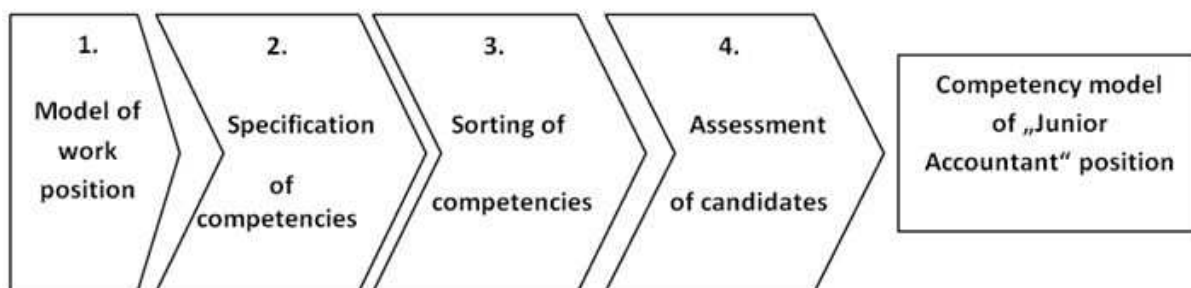
- types of competencies - competencies can be divided into clusters / groups according to various criteria, e.g. the "essence" of competences (e.g. distribution developed by Schroeder [1]: cognitive, motivation, performance and direction competence).

## 2.1 SPECIFICATIONS OF COMPETENCY MODEL FOR THE SELECTED POSITION „JUNIOR ACCOUNTANT“

The overall process of creating a competency model for the position Junior Accountant consists of the following steps:

1. Design of model for position "JUNIOR ACCOUNTANT".
2. Specifications of competencies.
3. Classification of competencies.
4. Tuning of competency model.

Fig. 1: Procedure of competency model specification for the position "Junior Accountant "



Source: own processing

In the model of work position are identified expected tasks and outputs / results of the work, necessary resources and conditions that should be respected as well as the work process. It is also envisaged with necessary skills, knowledge and characteristics that help to achieve performance.

For group of workers is available a list of competencies with their behavioral manifestations and instrument "LA Competency sort cards" (cards that describe each competency through the 3 levels of its development. They are a part of the offered package for work with competencies from Lominger enterprise). In this and the next step of creating model can be used semi-structured interview to analyze past events, which allows to obtain description of specific behaviors in the performance of work tasks (namely the behaviors of investigational competencies, which "illustrate" generally defined competence in terms of certain job).

Arrangement of competencies according to their importance for certain job position is

realised by using a questionnaire CRQ, which contains 19 competencies (from the generic model Lominger Leadership Competency Model - individual contributor / specialist) with behavioral manifestations.

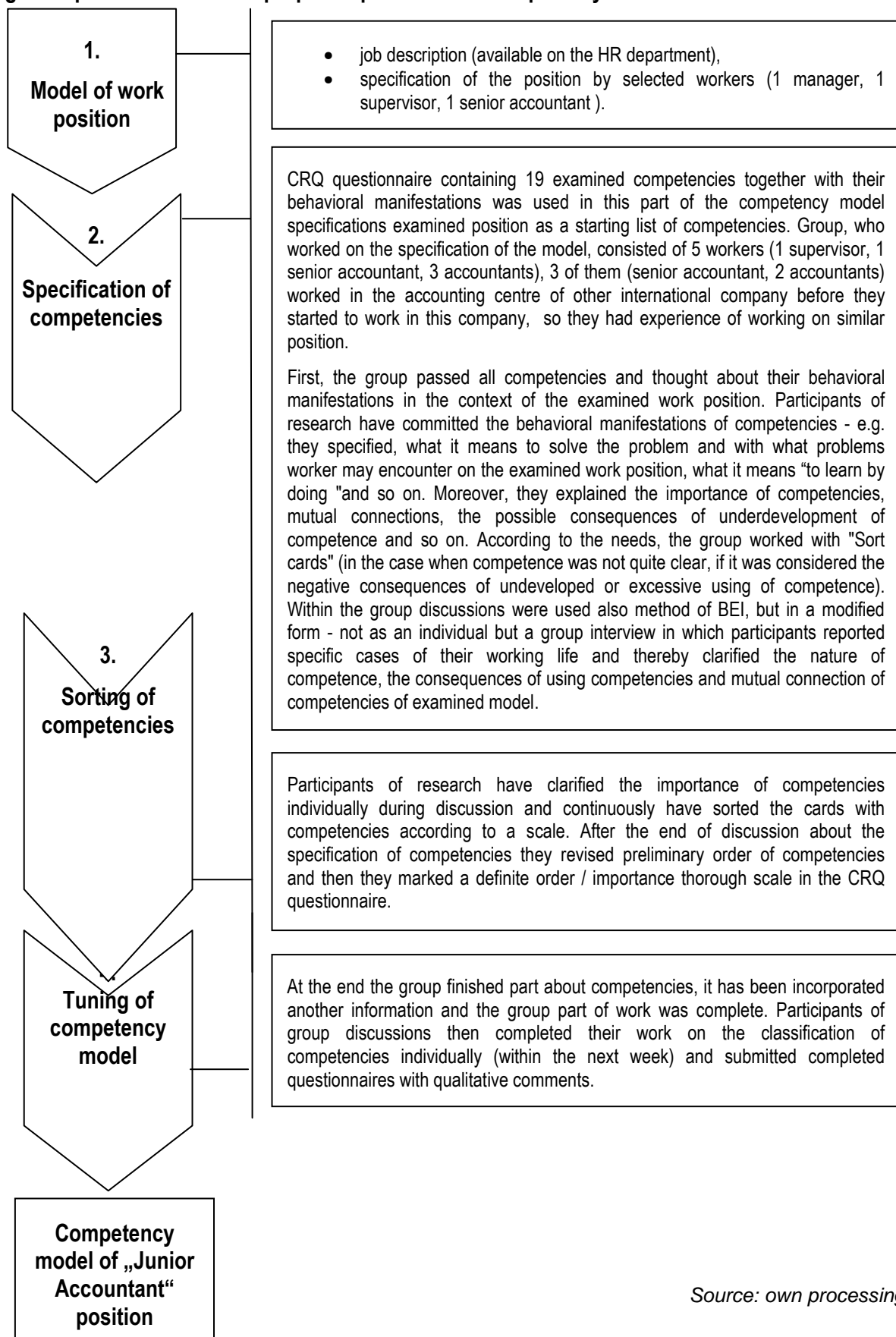
There is a 5-point scale of importance of competencies; the degree of importance of each competence is in writing briefly justified by workers. Before recording in a questionnaire the cards of competencies are sorted into three stacks (essential for the position / average important / least important) and then sorting is tuned by workers who cards in the stack "necessary" and "least important" divide into two groups and cover all used 5-point scale. The results of sorting are recorded by each participants in the questionnaire and justified. Individual results are averaged and it is determined the pre-order of competencies in the model according to their importance for the position.

The interim order of competencies in the previous step is the basis of group discussions about the final version of the model. For facilitation the discussion can be used "LA

competency sort cards.” After the justification, the group should agree on the final order of

competencies in the model and their description.

**Fig. 2: Implementation of the proposed procedure of competency model**



Source: own processing

## 2.2 APPLICATION OF COMPETENCY MODEL CREATION IN PRACTICE

Model of work position Junior Accountant was created on the basis of following information:

## 2.3 RESULTS AND SPECIFICATION OF COMPETENCY MODEL FOR POSITION „JUNIOR ACCOUNTANT“

Information gathered from group discussions (5 questionnaires with qualitative comments and notes of discussions), together with a questionnaire from another worker acting in the position of "senior accountant, who was not involved in group discussions and completed questionnaire by himself, created a set of data for further analysis and specification of the initial generic model of competencies of

Lominger leadership for specialist / independent contributor.

The following table 2 sort order of the 18 competencies and categories of specialist / independent contributor for the position of Junior Accountant. By using a quantitative analysis (frequency and correlation) were determined sequences of individual competencies in generic competency model. Competencies, together with a description of symptoms, were arranged according to found order / importance for the position "Junior Accountant". These data were then supplemented by information from analysis of qualitative comments and then was created specific competency model for the position "Junior Accountant".

**Tab. 2: Importance of categories and competencies of leadership Lominger model for position Junior Accountant**

Order	Average for each category	Category	Competency	Average	Modus
1.	4,25	Relationships	16. relationships with colleagues	4,33	4
			15. skill in relation	4,17	4
2.	3,39	Results	09.perseverance	3,67	4
			07. proactivity	3,33	4
			08. results orientation	3,17	2
3.	3,25	Realisation	06. time management	3,5	3
			05.organization	3	2
4.	3,21	Strategic	02. troubleshooting	3,5	4
			01. learning "by doing"	3,5	3
			03. power of intellect	3,33	3
			04. management of technologies	2,5	2
5.	3,13	Personal leadership	14. integrity and credibility	3,5	4
			11. sense of humor	3,5	3
			13. morality and values	3,33	4
			10. personal learning	3,17	4
			12. balance work / privacy	2,17	2
6.	2,67	Expertise	19. functional / technical skills	2,67	3
7.	2,5	Courage	17. responsibility	2,5	2
8.	2	Impact	18. interest in a career	2	2

*Source: own processing*

Results of frequency analysis and importance of competencies for examined position show the following three graphs:

Fig. 3: Importance of competencies for position "Junior Accountant "

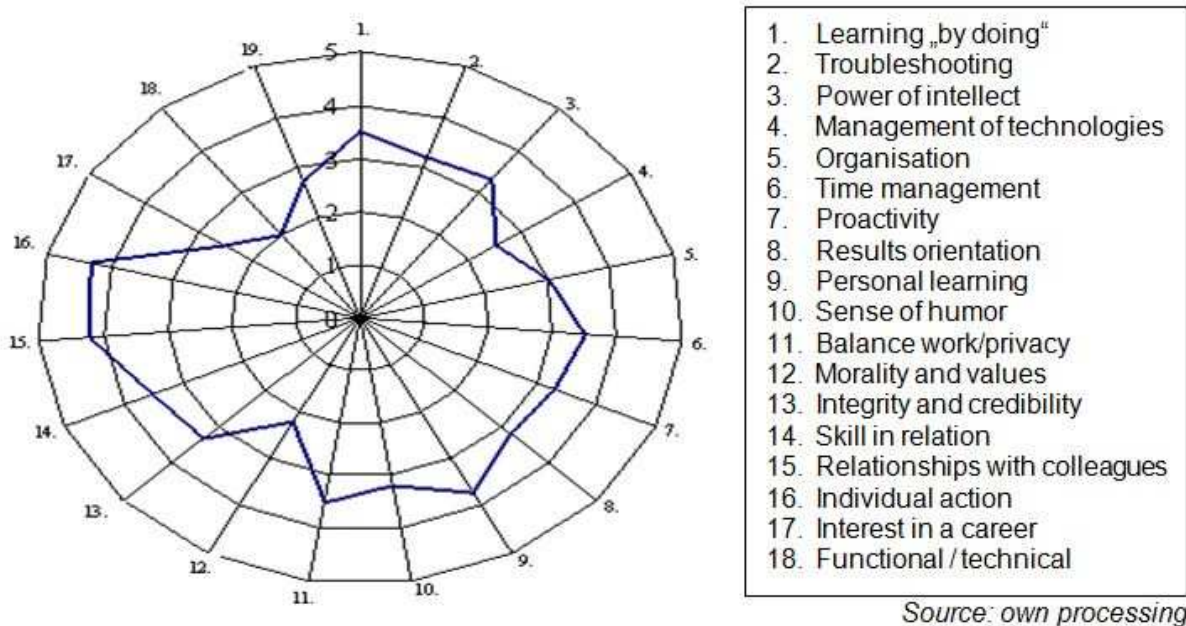


Fig. 4: Importance of categories for position "Junior Accountant " – percentage

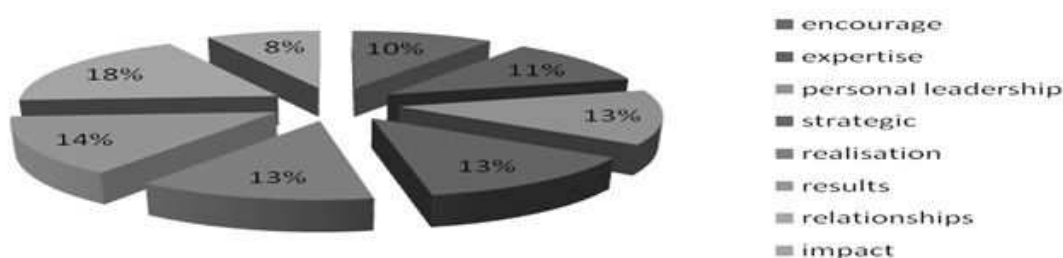
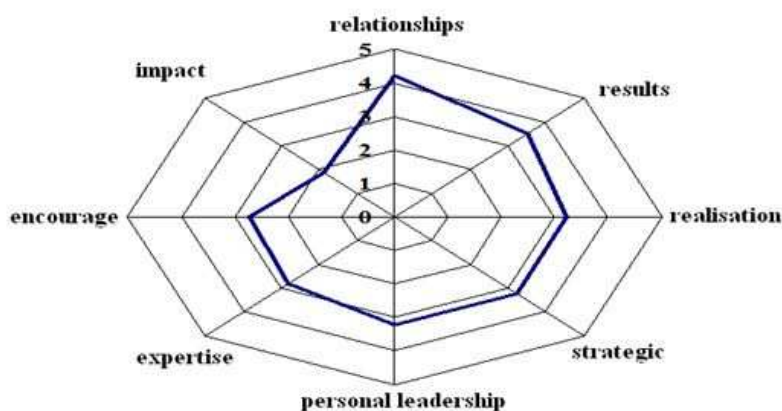


Fig. 5: Importance of categories for position "Junior Accountant "



## 2.4 RECOMMENDATIONS FOR THE FUTURE IN DEVELOPING A COMPETENCY MODEL

In terms of implementation of specified competency model for work position "Junior Accountant" in the area of staff selection would be appropriate to develop following areas in near future:

- Implementation of CBI method. This special interview technique, similar to BEI method, is used to analyze past events in the work area. This type of interview is used to identify competencies in the process of creating a competency model, when it is not yet clear which competencies are, respectively are not important for enough good / successful performance. It is aimed at pre-selected group of professional and managerial competencies (contained in the competency model for selected position). In the CBI, the assessor (in our case worker of Human resources management) focuses on identifying specific behaviors of manager / worker in situations where he was responsible for a particular task / project. Answers of specific employee / job applicant used to provide enough information which serve as 'evidences' of competencies (are coded as behavioral manifestations of competence, speaks about the level of development of competence).
- Assumption of CBI implementation - is to aware workers (especially department of Human resources management-HRM) with this method and with the competency model of a particular job. A good starting point is the experience with the interview, the ability to actively listen and ask questions (mainly open) and respect principles (eg. strictly focus on specific behaviors, talk about past events, not ask a hypothetical question).
- Development of interview guide. This written documentation should include the recommended initial and specifying questions for found levels of work and managerial competencies of candidates for the selected job.

- Usage of recording form CBI, in which would be a brief description of selected competencies (through behavioral manifestations concretized on specific work position / level / company) completed by a space for evaluating the level of competencies development and for the comments of the evaluator / worker of HRM department who heads the interview.

## CONCLUSION

This paper reports a brief description of solved issue. First, the system of used competencies is characterized and subsequently competency model for the selected work position (Junior Accountant). Solution took into account existing limitations and possibilities of the situation in the company. In realization of this method were used a lot of information obtained through quantitative (frequency analysis, correlations) and qualitative methods (analysis of questionnaires and comments and notes from group discussion). The result is a competency model for selected work position. Specified competency model includes the original number of work and managerial competencies and groups that are organized according to perceived relevance to the work position by frequency analysis completed with behaviors concretized for the position.

## RESOURCES

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**Abstract:** This article is devoted to meaning and importance of managerial competencies concept for creating systems of human resources development. Human resources managers must in present business environment dispose with adequate abilities and knowledges to ensure development and increase of HR performance in a company. The article brings specification of competency model in the company, which contributes to HR development and fulfillment of overall company strategy.

**Key words:** competence, competency model, human resources

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