

An Empirical Study on the Mediating Effect of Competence-based Human Resource Management Effectiveness

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Abstract: Research on the relationship between human resource management and organizational performance is an important topic in strategic human resource management. Through reviewing and sorting out the relevant literature, it is found that most of the research on human resource management based on Competency Model in China is still at the stage of introducing foreign research results and theoretical deduction. Therefore, the author carries out empirical research on the mediating effect of human resource management effectiveness based on competency. Research shows that the competency model is an important tool for human resource management. The matching between enterprise labor cost and employee competency is the core of enterprise human resource management. At the same time, further study the application of competency model in each human resource management module, and use empirical research methods to verify the scientificity and effectiveness of the system, and provide a theoretical basis for the state-owned enterprises to improve the level of human resources management.

1. Introduction

Traditionally, human resource management has often been given an operational role, and the organization has focused on human resource management [1]. Only the daily recruitment, selection, appointment, performance evaluation, compensation system, training and other operational activities can operate smoothly [2]. Personal-work fit is different from post competency. It not only pays attention to the problem of “small material use”, but also pays attention to the problem of “overkill and small use”, and avoids the waste of resources while ensuring the competence of the post [3]. Nowadays, human resource management practices are becoming more diversified, and human resource management related activities are not only independently implemented by human resources management departments [4]. Among them, the first step to achieve the effectiveness of human resources management is to carry out human resources management activities by front-line managers [5]. Because our country introduced the concept of competency late. Therefore, at this stage, the domestic literature mostly introduces the relevant concepts, research results or exploring the competency model of specific posts, and seldom involves the construction of human resources management system based on competency model [6]. Some scholars believe that human resources must rethink their functional structure, service and planning, in order to show how to adjust with the new organizational form and the change of enterprise strategy. It is expected that the contribution of human resources departments to organizational performance will be increased in the future [7]. Therefore, at this stage, it is necessary for us to explore how to establish a competency-based human resource management system suitable for our state-owned enterprises.

The competency model based on demand-supply matching theory focuses on job competency [8]. However, there is no good research on the specific behavior tracking and effect evaluation of individuals who are competent for jobs, and there is no good explanation for the phenomenon of waste of resources that may occur after job competency [9]. In recent years, with the development of the concept of strategic human resources management, people regard human resources as a strategic contributor of enterprises. The main contribution of human resource management is to improve enterprise performance, expand human capital and ensure effective cost system. Because they are direct managers of grassroots employees, they play a leading role in understanding on-site

issues, employee needs and work environment. The role of human resources activities at the organizational level has clearly not been valued [10]. In addition, due to the large differences between China and the West, and the fact that most state-owned enterprises are in a transitional period, the situation is complex and changeable. Whether the research results of human resource management based on the competency model in foreign countries are applicable to China's state-owned enterprises remains to be discussed. To effectively address these new challenges, HR departments must focus on how to add value and how to improve their management effectiveness to further improve business performance. Therefore, the relationship between human resource management effectiveness and corporate performance has also become a focus of research.

2. Theoretical review and hypothesis

2.1. The relationship between personal work fit and human resource management effectiveness

According to the theory of supply and demand, when there is a supply-demand relationship between individuals and organizations, the exchange of values between the two can occur, and the effectiveness of human resource management can be produced. HRM activities are imitation, scarcity, irreplaceability and value, and become the source of the company's sustainable competitive advantage, thereby improving the performance of the organization. The four factors that affect the effectiveness of frontline managers' human resources practice: load capacity, desire, competency, and support from HR department. The results show that all four factors are human. There is a significant positive correlation between resource management effectiveness. Competence can be seen as an iceberg, divided into two parts: dominant and invisible. The water iceberg part is explicit competency, including knowledge and skills. The underwater iceberg part is implicit competence, including motivation, traits, self-concept and social roles. Technical effectiveness includes welfare system, salary system, recruitment and training system, work safety and health, staff education and training, performance evaluation system, human resources information system, and work attitude survey. However, if employees' skills are useful but not well motivated, their performance will be limited. Organizations can affect employees' motivation in many ways. For example, the implementation of incentive system, linking employees' salaries to individual and organizational performance, protecting employees and formal complaint system will be effective.

2.2. The relationship between personal work fit and psychological empowerment

In personal-work fit, demand-supply fit and demand-ability fit are the basis of self-concept-work fit. Only when the supply of work can meet the individual's needs and the individual's ability can meet the requirements of work, can the individual's subjective perception play a decisive role in realizing the fit between self-concept and work. When the front-line managers have the relevant willingness, they will effectively and actively carry out human resources management activities, and when they encounter those beyond their capabilities, they will have motivation and initiative to learn relevant skills and knowledge. Work structure also affects organizational performance. Work structure can determine what and how capable and motivated employees do. For example, employee engagement systems, internal labor markets, and team-based production systems are all work structures that affect organizational performance. In the authorization, the individual's meaning to work, competence, independent decision-making power, and perception of influence reflect the self-esteem and self-efficacy of self-concept. In the case that the front-line managers' work and responsibilities are not reduced, granting them HR responsibilities and work will result in insufficient time spent on human resources management activities and fail to achieve the desired HR management effectiveness. Competency theory believes that people's potential motivation and personal traits play a lasting role in personality, which is the decisive factor of work behavior and job performance.

3. Application of competency model in human resource management

The competency model provides new ideas and development directions for modern human resource management. Excellent talents are vital to the development of the company. Through performance evaluation and a fair and competitive compensation system, companies can encourage employees who perform well and meet corporate standards, and competitive compensation levels can attract more outstanding candidates. Therefore, a positive self-concept has a positive impact on psychological empowerment. When frontline managers have the expectations, load capacity, and competencies to perform human resource management activities, clear systems and procedures can enable them to better understand their HR management responsibilities and powers. In order to carry out human resource management work in the right way. In order to improve the efficiency of human resources management. Constructing human resources management system based on competency model can improve the rationality and effectiveness of human resources development and utilization, and enhance the ability of enterprises to cope with changing environmental risks. Strategic effectiveness includes team work design, employee participation and empowerment, human resources planning, strategic human resources research, communication between employees and managers, employee assistance programs, etc. Therefore, employee participation and group work give high-quality human capital the opportunity to give full play to their skills and knowledge, and also help to attract talented people. Therefore, only when the employee's ability meets the requirements of the post, can labor relations be generated, human resource management behavior can be carried out normally, and better human resource management efficiency can be obtained.

By investigating and analyzing the corresponding competency behavior events of human resource managers in Chinese enterprises, the competency model of human resource managers in Chinese enterprises is constructed (Table 1).

Table 1 Competency Model of Human Resources Management Personnel in Chinese Enterprises

Serial number	Related factors	Human Resource Management Personnel Behavior Performance
1	Sense of Achievement and Executive Ability	Setting and achieving challenging goals, hard work, effective human resource decision-making and innovative methods
		Define the role orientation, carry out the work accordingly, monitor the working process according to the working procedure, establish and maintain the human resources management information system
		Be able to act decisively and forward-looking in specific circumstances to carry out strategic human resources planning, work enthusiasm, high performance
		Use various channels to collect information
2	Service consciousness	Good at listening to other people's ideas, interpersonal insight, understanding others
		Respond to others, provide support and assistance, win support and lead by example
3	Effect	Persuasion, internal influence, external influence
		Understanding the formal and informal structure of enterprises, identifying the underlying problems and opportunities that affect enterprises, and making effective judgments of enterprises
		Build a rich private network
4	Management art	Cultivate others (promote improvement, train others, exercise others, be willing and good at making suggestions)
		Order (Effective Command, Reasonable Coordination and Distribution, Full Supervision, Effective Control)
		Teamwork (good at sharing with others, supervising and motivating others, promoting cooperation)
		Team Leadership (Call and Impact)
5	Cognitive ability	Analytical thinking (gathering information, analyzing problems, solving problems)
		Conceptual Thinking (Conceptual Application, Systematic Thinking, Model Innovation)

The improvement of ability can help individuals to complete their work better and achieve better efficiency. It can be seen that the policies and procedures of the organization can affect the relationship between the participation expectation, load capacity, competency and execution efficiency of front-line managers in implementing human resources practice. Constructing human resource management system based on competency model is the inevitable trend of modern human resource management. It helps organizations to achieve strategic objectives, achieve job matching, and achieve win-win situation between organizations and employees. Organizational performance is a measure of the degree to which an organization achieves its goals. It represents the success of an organization's operation and management. The ultimate goal of all activities in an organization is to create profits and improve organizational performance. From the perspective of a specific enterprise, the skills and knowledge that employees possess are “involved” when employees enter the company, and “newly added” after entering the enterprise. The initial performance of new recruits also has a significant positive predictive power for their subsequent level of psychological empowerment. It should be pointed out that the recruitment of candidates based on the competency model is often not satisfactory. Therefore, different organizations and different positions need a more targeted competency model to select talents that are truly matched with the position and consistent with organizational values.

4. Conclusion

There is a positive relationship between individual-work fit and human resource management effectiveness. Self-concept as a consistent fit plays a regulatory role in complementarity fit. However, this factor needs to be decided by both the organization and the frontline managers. On the one hand, management itself reflects people-oriented, and it also requires front-line managers to have growth expectations. For example, most of the current research on human resource management based on competency model in China is at the stage of introducing foreign research results and theoretical deduction. Due to the lack of empirical research, it restricts the localization of human resource management based on the competency model, and it is difficult to measure whether the existing foreign competency model is applicable to the human resource management system of state-owned enterprises. Thus, the application and effectiveness of competency model in human resource management of state-owned enterprises are greatly affected. In addition, in the field of education and training, employees are trained to have diversified work skills through cross-sectoral training, so as to accumulate the diversified talents needed by the organization. So it is enough for enterprises to have more flexibility to face the changes in the market, enhance the competitiveness of enterprises in the market, and then increase the share of enterprises in the market. Secondly, it analyses the matching degree between the actual competency of employees and the competency required by enterprises, and adjusts the existing human resources structure in time.

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