Research on Enterprise Human Resource Management Competency Model

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Abstract: As a hotspot in the field of psychology, competency has formed a complete system abroad, but it is still in the stage of introduction and reference in China. This paper introduces the development of competency theory and its research status at home and abroad, affirms its feasibility in human resources, and elaborates on the basic ideas and application methods of human resource model construction, which helps managers to employees. Conduct targeted training and selection.

1. Introduction

Competency is a long-term, subconscious existence of the characteristics of employees, and it is closely related to each employee's work environment, performance standards, and assessment system. Because each company's personnel management is different, each position has different requirements for personnel, and the competency quality standards are different. Therefore, enterprises have important significance in how to use the competency model to implement rational allocation of human resources and mobilize the enthusiasm of employees.

2. The origin and connotation of competency research

The development of "competence" in management can be traced back to 1963, when the famous psychologist David C. McCleland invested and founded McBer Management Consulting, and cooperated with the American Management Society to conduct a large-scale competency study. The project opened up a new field of study for contemporary society. In 1973, McClelland published the article "Measuring Competence, Not Intelligence," in the journal American Psychologist. In the article, he pointed out that employees or managers who infer high-tech, complex operational procedures or high-level positions In performance, using the intelligence, abilities, and academic tests developed in the past, the accuracy is difficult to guarantee, and there may be subjective judgments for vulnerable groups. Based on these problems, he proposed to directly discover the personal characteristics and behaviors of various positions that really affect their development, and really play a role in improving the efficiency of enterprises. The publication of this article represents the official beginning of the "Competency Movement."

This article defines McClelland's definition of competency: Competency is the ability to distinguish personal characteristics in a particular job and organizational environment. Personal characteristics can include skills, knowledge, abilities, self-images, and social roles. Of course, in addition to McClelland, many scholars have put forward a number of definitions of competency in combination with their own views. Through summarization, it is found that competency has three fixed characteristics: Can distinguish excellent employees and ordinary employees through competency. Competency can affect job performance and can predict the future performance of employees. Competency is dynamic, and different jobs in different positions will generate different competencies.

3. The basis and criteria for the establishment of the human resources management competency model

The establishment of human resource management competency quality model includes: target management system, comprehensive capability assessment system and business assessment

management system. Through the establishment of the above series of systems, the competency model can be used for long-term, stable and effective in the work. The role of a human resource management system that is scientific and meets market requirements. The establishment of the target management of competency quality model includes: organizational analysis, job analysis, job evaluation, personnel suitability measurement, job requirement setting, etc., and personnel suitable for job measurement is an important foundation for the establishment of competency quality model. If a company wants to know which position an employee is suitable for, it is very valuable to conduct this test.

The main criteria for the establishment of the competency model are: First, it is an important reference for judging the degree of compliance between employees and positions. Second, it is a reference for recruiting employee standards, staff placement, and employee evaluation. Third, it is a reference for judging post-chromatography and perfecting the organizational system. Fourth, it is the reference for the establishment of the wage system and the payment of performance pay. Fifth, it has a guiding role for which training is suitable for employees. The most obvious role of establishing a competency quality model in human resources is to determine the suitable position, treatment standard, and job status of the employee according to the judgment result, and also provide an important reference for the recruitment and training of the enterprise. Establishing an effective competency model can make full use of human resources, mobilize the enthusiasm of employees, and at the same time make performance management and wage standards effective. Effective analysis and training based on the characteristics of employees enables employees to obtain more favorable career development, enabling enterprises to obtain talent support for sustainable and healthy development.

4. The components of human resource management competency

The competency quality model is composed of four key points: organizational quality set, work level quality model, work quality key points and work quality standards. The main purpose of the establishment of organizational quality set is that enterprises set up in order to achieve strategic results, mainly relying on the spirit of collective cooperation between the corporate leadership and management. In the process of any work pressure and the important process of achieving strategic goals, we can timely summarize and adapt to the final results of these qualities, which are effective factors for achieving strategic success.

Work level quality model. The work level divides the work from low to high into different levels, and a newly recruited person starts from the grassroots level. When he meets the requirements for promotion, he will be promoted to a new level. The requirements for each job are different. Each employee's responsibilities, performance, and performance will be different. The company will establish an employee-specific quality model based on the work experience of each employee. The characteristics will be reflected. The main points of work quality refer to the types of work included in the work competency model. In the same level of work, the quality elements of work are not identical. The main points of work quality should be based on the content of the work, the working environment, the job responsibilities, etc., to summarize the final result of the quality, thus defining the first building factor of the job competency model. The quality standard of work is a favorable standard for the establishment of competency quality in the post level. It is mainly based on the level requirements and work characteristics of organizational quality. Detailed standards can be found at different levels of work and in different jobs, providing a rigorous work process for employees' work, so that problems encountered in work can be solved by reference, and work can be carried out smoothly.

5. Construction and application of enterprise human resource management competency model

Before establishing a competency model, we first need to choose the method of measuring competency. The main methods that have been used for evaluation are behavioral event

interviewing, interviewing, psychological testing and evaluation center. Among them, the behavioral event interview method is the most common method. The main step is to let employees evaluate the true thoughts of a certain behavior and the main reasons that he believes the result of this behavior through interviews. Competency elements and build models by summarizing them. In this paper, the author intends to discuss the construction method of competency model based on the event interview method. After selecting the competency assessment method, you can start the construction of the company's competency model. Firstly, ordinary employees and excellent employees were selected as two groups of participants. Then, the two groups of participants were tested for competency, the test results were summarized, and the competency factors corresponding to the research theme were refined and divided into multiple dimensions for aggregation. A quasi-model is formed and the accuracy of the quasi-model is guaranteed by inspection. There are three methods of competency testing usually adopted: the preparation of the topic scale; the comparison assessment; and the evaluation center method.

The competency model is the induction and summarization of competency, which is the trait that employees need or should have. The company's rational use of competency models can accurately distinguish between general and efficient employees, as well as identify highly productive employees and highly experienced employees, thus providing a clear direction for the proper development and appointment of them. Therefore, companies in different industries should have their own competency models. Today's competency models are usually obtained in the following ways: (1) Using existing competency models. Borrowing or buying the existing competency models of other organizations is the least expensive and the least time-consuming, which is the most economical but the least accurate way. (2) Customized competency model. According to professional characteristics, enterprise needs and purposes, professionals are selected to select the target group to design the competency model to meet the development needs of the enterprise to the greatest extent. The disadvantage is that the cost is high and the time is long. (3) Borrowing and custom combination method. On the basis of using the existing model, combining the characteristics and culture of the enterprise, conducting research and research on small-scale or special target groups, and making partial adjustments to the existing models, this method is the most cost-saving method to ensure its rigor.

The purpose of building a competency model for human resource management is to continuously discover the intrinsic quality of employees, find the factors that can improve the efficiency of the enterprise and ensure the normal operation of the enterprise, and refine the competence of outstanding employees in each department or industry. It is fully applied to various processes in human resources, and can be used as a core point for predicting the future development of employees, which is used to assist managers in career planning and talent utilization. (1) Application of competency model in recruitment and configuration: The competency model can play a role as a benchmark in the recruitment process. If the candidate's competency is matched with the competency of the candidate, it can be hired; Applicants match their positions in terms of personality and motivation, but the explicit competency of skills and knowledge is insufficient, and can be improved through the training of lower finished products. Can be considered for employment; if the candidate is in implicit competency It does not match the post, because it is not easy to cultivate, so it cannot be hired. In the job configuration process, you can first plan the number of relevant competency employees required by each post department, analyze whether the on-the-job employees meet the planning requirements, and make corresponding adjustments to make the best use of talents to form an optimal configuration and improve effectiveness. (2) Application of competency model in enterprise training: In order to improve the competency required for the post, the quality and effect of the training can be guaranteed, and the most weak elements of the competency model can be targeted. Improve the overall competency of the company and achieve optimal performance. It can also carry out certain guidance and development on implicit competency, shape the corporate culture based on competency, narrow the key gap between ordinary employees and excellent employees, and enhance corporate cohesion.

6. Conclusion

The competency model is an effective method for human resource management in the same way of practice and organizational development. Its establishment can not only find suitable career development goals and work plans for employees, but also improve the quality of the company's personnel. Perfect, and, while the company determines the training direction of the required talents, it shortens the gap between the requirements of the enterprise and the actual training and the training time, shortens the gap between the competition with international enterprises, and gradually steps out the human resources management of Chinese enterprises. Providing an effective entry point with international standards.

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