

## Human Resource Management based on Competency Model

Xiaofeng Wu

Department of Tourism and Commerce, Jiangxi Vocational Technical College of Industry & Trade,  
Nanchang 330038, China

**Keywords:** Human Resource Management, Competency Model, Social Science

**Abstract.** The traditional job-based human resource management system has become more and more difficult to adapt to the needs of a rapidly changing organizational environment, and organizational innovation is urgently needed. Based on the experience of advanced organizations, this study explores the construction of a new human resource management system based on competency. Based on the interpretation of its importance, this study focuses on how to build a new human resource management system based on competency.

### Introduction

Competency Model is a combination of competency structures for job performance requirements, a unique combination of knowledge, skills and characteristics needed to effectively accomplish a specific job in a particular organization; it is a set of related knowledge, skills and attitudes Able to influence the main part of a person's work, related to job performance, able to be measured with reliable standards and improved through training and development; it depicts the motivations, traits, skills and abilities to identify those with high performance and performance, and The characteristics of group behavior required for a particular job or level. Establishing a competency model is a logical starting point for the construction of a competency-based human resource management system. It is an important foundation and reference standard for a series of competency-based human resource management functions. It builds a bridge for the application of competency theory to human resource management.

### The Drawbacks of the Traditional Job-based Human Resource Management System

With the strengthening of competition, the way of organizing operations may change at any time. Therefore, the job-based system based on the summary of the status quo cannot meet the requirements of the business for job change. With the rapid changes in business processes, there may be a night-time dilemma of the newly-employed post system, which undoubtedly poses a severe challenge to the post-based human resource management system.

In the construction paradigm, job analysis usually surveys employees by issuing questionnaires or interviews, and more is obtained by summarizing the past work experience of employees. This kind of post system based on historical experience can't meet the new requirements of the post. Especially in some fast-growing industries, the past experience information may be quite different from the requirements expected by the organization. It is impossible to work in practice. Promote the application<sup>[1]</sup>.

Although the job description identifies the main responsibilities of each position, if the employee only works according to this, it is highly likely that the work boundary will be blurred. In the salary system, the concept of paying by post often leads to more work, but the more workers are not necessarily highly paid due to job restrictions, and even have a low salary. At the same time, completely requiring the incumbent to carry out the work according to the job description may also neglect the subjective initiative and creativity of the incumbent, and influence the potential of the incumbent. Therefore, with the changes in the internal and external environment of the organization, the theoretical basis of the human resources based on the position has been severely challenged in practice. The post as a basic management component is suitable for organizations in a stable

environment and cannot meet the organization's flexibility requirements in a turbulent environment. Although the post played an important role in the early human resources management system, but in the era of knowledge economy, with the advancement of the organization's flat, networked, and team-oriented trend, the post is still the core of the organization's human resource management. It seems out of place.

### **Building a Modern Human Resource Management System Based on Competency has Become an Inevitable Trend**

At present, the competency model has been widely applied, ranging from small schools to large government departments, and each department has established its own competency management system. The US military competency model serves as the standard for officer selection, promotion, and training; the Australian government has established a specialized competency model to select, nurture, and develop senior civil servants in the country. In the corporate world, competency theory has been applied to human resource management practices by many multinational companies. They have built competency models for different industry requirements and different positions, and based on this, human resources selection, education, and use. System construction. It can be seen that the competency model provides us with an integrated HR theoretical foundation and practical approach that can help employees and organizations create higher performance in more challenging times in the future. Theory and practice have shown that the performance of a job incumbent is often a part of the characteristics of the iceberg (onion core elements), therefore, in management practice, we must pay full attention to these potentials. However, knowledge and skills are often the focus of people's research in human resource management practices, while factors such as self-concept, traits, and motivation are often overlooked. In fact, the importance of knowledge and skills cannot be ignored, but this is only the basic requirement for recruitment and selection. Only by distinguishing between self-concept, motivation, and traits can we clearly distinguish between performance winners and generals, which is an important reason for using superior traits methods over traditional intelligence tests<sup>[2, 3]</sup>.

The competency development system with competence as the core is a targeted system that defines what competency plays an important role in organizational development and decomposes them into specific behavioral characteristics that can be cultivated. Through the construction of core competencies, the competency system can help organizations form core competencies, and then promote the organization's strategic landing, and become an effective propeller for organizational change. Studies have shown that employees in the organization can produce higher productivity in jobs that are suitable for their expertise, personality, personality, and interests. Therefore, using the competency model and appropriate assessment methods, we can find the matching degree between employees and positions, so as to provide valuable reference suggestions for rational allocation of employees, thus helping the organization to achieve a reasonable match between people and posts. The key role of the competency model library is that it encompasses all the characteristics and behaviors of the outstanding performance of each position in the organization. The set of qualities designed specifically for the leader's position forms a leadership model. Through the leadership model, organizations can select managers who are suitable for the organization, and then carry out targeted training to improve their management capabilities. The experience of many successful organizations shows that by establishing and implementing a leadership model, senior management can be a strategic thinker and visionary leader who understands industry developments and trends, based on organizational strengths, weaknesses, and competition. Position develops a long-term strategic plan and communicates the vision to everyone in the organization. Under the guidance of the senior management of the organization, the middle managers can lead by example, lead their subordinates, and be good at motivating and cultivating employees, with constructive feedback and guiding their subordinates to achieve higher performance. Through the leadership model, the differences in personality, ability, personality, and values of each leader can be found, so that the management team (or the leadership team) can be consciously and reasonably matched, and then become a member. A complementary, heterogeneous management team (leadership team) can help

the organization build a team of potential reserve cadres to provide reserve talent for the organization's development<sup>[4]</sup>.

### **Application of Competency Model in Human Resource Management**

Applying the competency model in talent selection can explore the potential of various talents while examining the talents and skills of various talents, and discover the talents that are more consistent with the job requirements. At the same time, by applying the competency model, managers can more effectively manage and develop subordinate resources and implement competency-based human resource management intentions. In addition to the established recruitment evaluations such as job standards and skill requirements, the recruitment system based on the competency model can also set interview questions according to the competency required for different positions, so as to arrange the right people to the right positions. In addition, in competency-based recruitment, BEI (behavioral event interview), work samples, and scenario simulation techniques are widely used interview methods, with behavioral event-based interview methods being most effective. 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.

Training development is one of the core functions of the competency model. Applying the competency model in training development focuses on training, developing, training and developing the potential of employees based on the competency required for the position. Compared with the training of traditional positions, in the training system based on competency model, the organization needs to take measures to ensure that the competency of employees' training is the competency required for the development of the organization, and establish the ability to protect the training of employees. The system of work practice. Applying the competency model to training and development enables the state-owned enterprises to set training courses for the competency requirements of specific posts and the competence characteristics of employees, thereby enhancing the effectiveness of training development.

Applying the competency model in performance management can simplify the process of performance evaluation, enable employees to obtain more fair and accurate evaluation, and encourage employees to improve their competency. At the same time, it can make it easier for managers to monitor and feedback employee competency and performance, thus helping employees improve their work performance. When applying the competency model, it is also important to pay attention to the task performance objectives and competency development goals in the performance standard design, and to balance long-term performance and short-term performance. The salary management based on the competency model combines various incentives such as salary and promotion to guide employees to choose career paths suitable for individual abilities, and achieve career development through the improvement of their own abilities. Applying the competency model in compensation management can help state-owned enterprises to more effectively absorb and retain more high-quality talents, and encourage employees to work hard to continuously improve their own ability and develop their potential, so as to truly play the incentive role of salary management and improve Employee job performance<sup>[5]</sup>. The organization formulates human resource planning and builds a competency model based on strategy. Internal employees develop their own career development plans under the organizational strategy framework, which is the basis for three aspects of human resource acquisition and configuration. The organization not only requires candidates to meet the company's competency requirements, but also has the number of human resources and structural requirements. The company generally determines the quantity, quality and structure of human resources according to the strategic objectives of the organization and the specific business development. Only these three aspects can not meet the requirements of further development of the organization and the career development of internal employees, and human resources acquisition and configuration behavior will be available. Only by meeting the requirements of the human resources planning and competency model, and fully considering the

individual career development plan, can you acquire the right talents and deploy them to the right positions. The personnel to be hired or to be configured include not only the internal employees transferred from the performance appraisal, job rotation, demotion and promotion in the internal talent market, but also the candidates in the social talent market. It is impossible for an organization to require these individuals recruited from outside to develop their career development plans in accordance with organizational strategy and competency models at the application stage, and thus use a dotted line to distinguish them in the model.

## **Conclusion**

First of all, while learning to introduce foreign research results, we can develop a localized competency model based on the cultural background, management environment and organizational characteristics of state-owned enterprises, so that the competency model can better adapt to the development needs of human resources management in state-owned enterprises. To improve the management performance of state-owned enterprises. Secondly, it is necessary to further study the application of competency model in each human resource management module, explore how to coordinate the research results of different modules into the research results of the overall human resource management system, and focus on how to build human resource management based on competency model. System, and use empirical research methods to verify the scientific and effective system, and provide a theoretical basis for the state-owned enterprises to improve the level of human resources management.

## **References**

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