International Business Management 10 (7): 1237-1240, 2016
ISSN: 1993-5250
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Development of Conceptual Framework for Component Management Competence (Behavioural Indicators)

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Abstract: In recent decades, different organizations have attempted to develop their managers effectively by designing competency pattern. In designing such pattern, various environmental and intra-organizational patterns are considered to identify right competencies and to take right decision in HR management based on such competencies. In recent decades, different organizations have attempted to develop their managers effectively by designing competency pattern. Although, personality and intelligence are established predictors of job performance in particular cognitive ability (IQ) and trait conscientiousness there is more speculation than scientific evidence on whether individual difference predictors of performance are actually manifested across different levels of management present study aims at indicating that growth in competencies is necessary to become an efficient manager and managers need plans and training on learning methods. Present study can be considered as an introduction in this regard. In present study, we initially explain different ways to devise competency model and then devised competency model for surveyed organization is provided and explained precisely. In fact, a guideline is provided to create and execute competency mode from the beginning to end.

Key wards: Organizations, designing, IQ, management, competency

INTRODUCTION

Likewise, competency is defined as a unique personal capability which creates high value in organization and distinguishes the organization form its rivals. In the meantime, Bartram define competency as a set of behaviors and tools to provide desired outcomes and results (Ammons-Stephens *et al*., 2009). Competencies are related to behaviors. Some competencies including tendencies are skills or personality behaviors acquired overtime. Others cover personal motivations, reactions and problem solutions (Brinckmann, 2008). National park service employs institute defines competency as a set of knowledge, skills and capabilities in a given job which allows a person to accomplish in performing the tasks (Asree *et al*., 2010).

Competency term has not yet an accepted definition. Relevant researchers have provided several definitions for competency. A group of scholars in UK including Strebler have developed two definitions on competency. One defines competency as behaviors expressed by individuals to do their jobs and while another one clarifies that competency can be defined as a minimum needed standard for efficiency (Arizi, 2012). Here, we provide four papers which indicate a relationship between cognitive, social and emotional intelligent and performance in different jobs such as banking executive management, public schools management, R&D managers and military managers. Before addressing each paper, we should know what the competency is. Today, any organization with almost 300 workers uses a competency-based HR management. Main consultancy companies such as group, International Aspect Development Company, Personnel Decision Making Company and hundreds of smaller consultative firms and even independent consultants are considered as the players of competency assessment, growth and development throughout the world and so far many applied and academic texts have tested their applications.

LITERATURE REVIEW

The issue of D.C. McClelland's study resulted in the realization of a large number of studies, created from a lot of studies about what is managerial competence. Moreover a lot of competency models were also developed. However, between the researchers still remains a lack consensus in what is managerial competence and what creates managerial competence. Very often the concept of managerial competence links with the profession or with work activity. In particular, the meaning of the word used to refer powers to take decisions because of the power entails responsibility for the consequences of decisions taken. Perhaps Ch.

Woodruff defined this problem the best when in his study: what is meant by a competency he claims that managerial competence is used as an umbrella under which everything fits what may directly or indirectly relate to job performance. He defines it as "a set of employee behaviors that must be used for the position that the tasks arising from this position competently mastered." According to him, the competent manager must fulfill three basic conditions at the same time to fulfill their tasks. These are to:

- Possess the knowledge, skills and abilities which are needed to this behavior
- Be motivated to this behavior and be willing to spend the necessary energy
- Have the possibility use this behavior in business environments

In order to evaluate the extent of agreement between raters, two employee interviews and one manager interview were chosen randomly. Two researchers independently highlighted behaviors from the transcripts on the basis of the definition 'all managerial behaviors associated with the management of stresses'. There was an 85% level of agreement on the three transcripts, i.e. both researchers highlighted the same areas of text within the transcript. Given the importance of precision of the coding categories, particularly the need for codes to be mutually exclusive (i.e., they only allow for behavioral indicators to fall into one code at two points in the process researchers met to consider the rigor of the coding structure. Following coding of 150 transcripts, one competency, labeled 'awareness of performance' was merged with another competency, labeled 'managing workload and resources'.

To understanding the concept of managerial competence and it's the practical use, the best contribution is from R.E. Boyatzis and according to him managerial competence consists of two components which are different from each other. One of them is a task that is necessary to fulfill and the second are the skills that workers must have to fulfill the role at the required level. In other words, we distinguish between what we do and what behavior is needed to fulfill the task in an excellent way. S. Whiddett and S. Hollyford define managerial competencies as sets of behaviours that enable individuals demonstrate the effective performance of tasks within the organization. Beheshtifar (2011) provided is an integrated diagram which shows a set of co-center circles to indicate unconscious motivations and moods. They impact and are even impacted by expanding circles of self-image and personal values. Outer circle shows skill level. Its surrounding circle indicates special observed behaviors. In devising emotional intelligence, when someone is motivated, his behaviors are observed in relation to a group of competencies impacted or inspired by leadership (Bennis, 2010). In their study on HR managers' competencies in Iranian public sector, some practitioners have considered it as lever for governmental organizations to change their bureaucracies into efficient and flexible units. Therefore, it is inevitable to account for managers' needed competencies proportionate to new conditions, cultural and local requirements and devising competency model for such managers.

After coding all the transcripts, the competency labeled 'hands-on' was merged with the competency 'taking responsibility' and the competency 'listening' with 'participative approach'. This ensured the coding system was precise and each theme mutually exclusive. Two researchers discussed the themes emerging from the initial card sort and for clarity, reanalyzed each of the six broad themes into sub-themes. New themes were also created for those behaviors that did not fit into one of the existing themes. Following this secondcard sort, a total of 22 themes were identified. This process is in accordance with other published research (Sosik and Godshalk, 2000) in which project researchers (rather than objective observers) conducted the initial card sort.

Studying and determining managerial competencies in UK Royal Navy found four competencies: cognitive competency, synchronization competency, interactive competency and success building competency. Williams *et al.* (2009) studied on devising leadership competencies needed for successor building plans and identified desired ones. In terms of management, an effective way to promote employees' capabilities is to enhance their managerial capabilities. In another study on the impact of emotional, cognitive and social intelligence in HR managers' competencies in Iranian public section.

Leadership competencies identified by Mintzberg included 8 skills: looking carefully leadership, conflict resolution, information processing, unstructured decision making, resource allocation, entrepreneurship and endogenous (Wickramasinghe and de Zoyza, 2008). Leaders found that official plan to identify, train and prepare employees is too effective in successor building. They confirmed that energy, enthusiasm, vision, train and education are success determinant.

Using leadership competencies in a framework determines that other plans may be related to more initiatives by human resources. Executing this plan requires change management process. In their study on successor building model (seven star model, increasingly stockpiles, leadership pipeline, successor building without job titles, successor building planning commonwealth model), Bheshtifar (2011) found that although executing successor building process is

different in organizations, most organizations use a similar method in nature. Drawing capability model, 360° evaluation, performance management system, optimizing talents and building talent stockpiles are inter alia, components seen in most successor building models. The main aim of successor building planning is to create a hierarchy of talents in the organization to keep the power of survival and to maintain/improve performance during leadership change. The basis of successor building planning is focused on organization's need to have strong stockpiles of candidates ready to fill leadership vacancies. Big advising companies such hay groups, development, dimensions international, personnel decision incorporated and over thousands of small consultancy companies and even single advisors pursue their activities in global level of competency models development. Competencies network in an organization is used for conducting and decision making. Current gaps in organization are emerged in analyzing job competencies and can express needed competencies needed in a work role or in a project or in pursuing organizational strategies. When competency gaps are determined it is sufficient to select proper strategies to fill those gaps.

Table 1: Management competency framework with brief descriptions of competencies

Management competency	Description of competency
Empowerment	Trusting employees to do their job
Managing conflict	Deals with workplace bullying, seeks to resolve conflicts fairly
Seeking advice	Seeks advice when required, e.g., occupational health,HR and other managers
Knowledge of job	Shows understanding of the tasks that the team performs
Accessible/Visible	Keeps an open door policy, in regular contact with team
Participative approach	Listens to and consults with team, manages on a team basis
Dealing with work problems	Effective problem solving, e.g., developing action plans, being decisive
Acting with integrity	Keeping promises, e.g., keeping personal issues with employees confidential
Individual consideration	Provides regular one-to-ones with employees, flexible with regard to work-life balance issues
Process planning and organization	Planning and reviewing both present and future workloads
Feedback	Showing gratitude, providing praise and rewarding good work
Development	Helps employee develop within the role
Taking responsibility	Leading from the front, taking a hands on approach

Table 2: Management competency framework with positive and negative behavioral indicators

Competency	Positive examples of manager behavior	Negative examples of manager behavior
Managing conflict	Listening objectively to both sides of the conflict Dealing with conflict head on	Not addressing bullying Taking sides Not taking employee complaints seriously
Friendly style	Socializes with team Brings in food and drinks for team	Criticizes people in front of colleagues Uses harsh tone of voice when asking for things
Development	Provides mentoring and coaching Regularly reviews development Encourages staff to go on training courses	Refuses requests for training Not providing upward mobility in the job Not allowing employees to use their new training
Dealing with work problems	Developing action plans Dealing rationally with problems Breaking problems down intomanageable parts	Listening but not resolving problems Being indecisive about a decisions Assuming problems with sort themselves you
Managing workload and resources	Bringing in additional resource to handle workload Monitoring team workload Refusing to take on additional work when team is under pressure	Creating unrealistic deadlines Asking for tasks without checking workload first Delegating work unequally across the team
Communication	Keeps team informed what is happening in the organization Explains exactly what is required	Holds meetings 'behind closed doors Keeps people in the dark
Managing workload and resources	Bringing in additional resource to handle workload Monitoring team workload Refusing to take on additional work when team is under pressure	Creating unrealistic deadlines Delegating work unequally across the team Asking for tasks without checking workload first
Feedback	Acknowledging employees efforts Operating a no blame culture Praising good work	Giving feedback employees are wrong Seeing feedback as only one way Not giving credit for hitting deadlines
Accessible/Visible	Having an open door policy Communicating that employees can talk to them at any time Making time to talk to employees at their desks	Saying 'don't bother me now' Not attending lunches or social events with employees
Health and safety	Making sure everyone is safe Structuring risk assessments Ensuring all health and safety requirements are met	Not taking health and safety seriously Questioning the capability of an employee who has raised a safety issue
Empathy	Takes an interest in employee's personal lives Aware of different personalities and styles of working within the team Notices when a team member is behaving out of character	Maintains a distance from employees 'us and them Insensitive to people's personal issues Refuses to believe someone is becoming stressed

Vertically, competencies framework aids to adapt HR management system with organizational aims and strategies and horizontally to HR performance management so that this framework will be considered a tool for selection, performance management, HR development and career management.

Behavioral indicators were extracted from each interview transcript using content analysis. Content analysis was used in order to quantify the interviewees' statements or behavioral indicators and generate frequencies, a process widely used in qualitative research.

At an early stage of using the coding framework, two researchers independently coded 10 randomly chosen transcripts on NVivo in order to evaluate the extent of coding agreement. Inter-rater agreement was approximately 50% (Table 1 and 2).

CONCLUSION

One of the main advantages of competency is that we enter human intelligence which can be devised in adulthood. Although, we have expanded awareness on self-competency, the most important efforts are happened in recent 15 years. In an ambience with constant changes and managers who are facing with business globalization, rapid technological changes and competency-based competition in attracting and employing talents, one should pay sufficient attention to optimized management of human capital in different HR aspects and functions; the important point is that employing efficient managers in this arena would lead into HR growth and excellence in all aspects; therefore, confirming needed competencies of HR managers commensurate to new conditions as well as local and cultural requirements especially focus on intelligent competencies which would foster managers' leadership skills and devising competencies model for these managers is inevitable. Several published studies which have addressed growth and progress more than one competency indicate 10% promotion and growth in emotional intelligence in next 3-18 months of training.

Equally the very fact of identifying people as high flyers or high potential through ratings or test scores early in their career may itself give them much greater chances of promotion.

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