



IMPLEMENTING COMPETENCE MANAGEMENT: WORKFORCE EXPECTATIONS IN A GLOBAL PRIVATE BANKING

Implementando gestão de competências: expectativas da força de trabalho em um banco privado global

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ABSTRACT

Although we live in a period of many innovations and technology, people's particularities are seen as a differential that can be very promising if well explored and used by organizations. Nevertheless, it is still very common to find in organizations people who feel under-utilized or, on the contrary, exposed to challenges that they believe are not up to overcoming them. In this sense, competency-based management has been identified as one of the most promising models for achieving the much-desired maximum productivity of employees for the benefit of companies and with benefits for employees. However, there are still opponents at different levels of organizations that are based on prejudice or even lack of information. Thus, this research aimed to study people's perception of a likely implementation of Management by Competence. It was concluded that the workers surveyed are very optimistic about this model of people management and that the obstacles to change are found in management. Due to its methodological limitations, the study does not allow generalizing the results, however, it indicates that current employees are more informed and confident about the benefits of competency management than their managers.

Keywords: Competency management; Human resource management; Motivation; Organization Behavior; Productivity.

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IMPLEMENTANDO GESTÃO DE COMPETÊNCIA: EXPECTATIVAS DA FORÇA DE TRABALHO EM UM BANCO PRIVADO GLOBAL

Implementing competence management: workforce expectations in a global private banking

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RESUMO

Embora vivamos um período de muitas inovações e tecnologias, as particularidades das pessoas são vistas como um diferencial que pode ser muito promissor se bem explorado e utilizado pelas organizações. No entanto, ainda é muito comum encontrar nas organizações pessoas que se sentem subutilizadas ou, pelo contrário, expostas a desafios que acreditam não poderem superá-los. Nesse sentido, a gestão por competências tem sido apontada como um dos modelos mais promissores para alcançar a tão desejada produtividade máxima dos colaboradores em benefício das empresas e com benefícios para os colaboradores. No entanto, ainda existem opositores em diferentes níveis de organização que se baseiam no preconceito ou mesmo na falta de informação. Assim, esta pesquisa teve como objetivo estudar a percepção das pessoas sobre uma provável implementação da Gestão por Competências. Concluiu-se que os trabalhadores pesquisados estão muito otimistas com esse modelo de gestão de pessoas e que os obstáculos para a mudança estão na gestão. Devido às suas limitações metodológicas, o estudo não permite generalizar os resultados, no entanto, indica que os atuais funcionários estão mais informados e confiantes sobre os benefícios da gestão por competências do que seus gestores.

Palavras-chave: Gestão por competências; Gestão de recursos humanos; Motivação; Comportamento organizacional; Produtividade.

INTRODUCTION

Since the pioneering studies of F.W. Taylor (Taylor, 1970) to increase the productivity of people at work, many management models, techniques and tools have emerged, seeking the same objective.

Even in the early 2000s, there was a lot of discussion about the real objectives of competency management, that is, whether it would not be just organizational rhetoric (Legge, 2005) with the aim of imposing on employees at that time, the same premises of Scientific Management Taylor and Ford (Barros Neto, 2006).

Nevertheless, it is still quite common to find in organizations people who feel underutilized or, on the contrary, exposed to challenges they believe are not up to overcoming them, situations that are bad for both employees and companies.

Currently, however, the benefits of this people management model for both employees and organizations are indisputable (Barros Neto, 2019), however, there are still opponents at various levels of organizations that are based on prejudices arising from that time.

In this sense, competency management has been identified as one of the most promising models for achieving the much-desired maximum productivity of employees for the benefit of companies, while at the same time developing people's potential.

Thus, this study aimed to study people's perception of a likely implementation of Competency Management to assess how much a possible aversion to competency management is still present in the workforce.

1 THEORETICAL BACKGROUND

Competence management in the world of Industry 4.0, which requires constant innovation, is in evidence in the public and private spheres, proving to be a useful people management model to increase efficiency, effectiveness and even reduce bureaucracy and raise the quality of services provided in several countries on different continents (Albalushi; Zaidan; Khadir & Yusof, 2019).

Competency-based management allows managers and HR to act with greater precision in managing people (Dutra, 2017). It is, in fact, a toolbox that points out directions and encourages the definition of development goals and the pursuit of excellence by taking advantage of the best talent. Indeed, competency management is useful in current management with potential assessment practices, training, individual knowledge of the workforce and in future management with succession programs and training of an internal talent bank (Gramigna, 2017).

In fact, in a context of artificial intelligence and intelligent factories within business production networks, the importance of competency management in an increasingly technological world only increases (Graczyk-Kucharska; Szafranski; Golinski; Sychala; Borsekova, 2018).

The competency model involves four main premises, as explained by Gramigna (2007), these are: each type of business needs people with a specific profile, each job has a specific profile of competencies, it will always be necessary to develop competencies and managers are responsible for offering opportunities for the development and acquisition of new skills.

Competency-based management is vital as a human resource management practice, constituting an innovative, vibrant and proactive approach to the development of human resources and the execution of business strategies (Madhavi & Mehrotra, 2021).

For Chiavenato (2014, p.10) the key posts of the new people management model are the following: people as human beings, people as organizational partners, people as “activators of organizational resources, people as talent suppliers of competences and by end, people as human capital”.

Ceitel (2006) believes that traditional methods have a common characteristic that is the fact that they do not consider people's skills and have a limited look exclusively at the function and task that the employee performs.

In accordance with Oliveira (2005), the human resources professional is a specialist in a company's intangible asset, which are people.

Therefore, in order to generate value, this intangible asset must be committed to corporate objectives and act in an organizational climate conducive to collaboration efficiently and effectively.

The organizational climate is represented by the concepts and “feelings that people share about the organization and that positively or negatively affect their satisfaction and motivation for work” (Maximiano, 2000, p. 107).

The efficiency of a system depends on how its resources are used, in other words, “efficiency means carrying out activities or tasks in the right and intelligent way with the least effort and with the best possible use of resources”.

It is also necessary to be effective, because effectiveness is the concept of performance that is related to objectives and results, that is, effectiveness refers to achieving the objectives, reaching the planned results.

That is why the competency-based management model is so valuable for the company and employees in terms of enhancing the employees' abilities to always achieve efficiency and effectiveness in the processes, considerably increasing the quality of products and services offered to customers.

2 METHODOLOGY

This is a research that can be characterized as exploratory, as one of its objectives was “to provide greater familiarity with the problem, with a view to making it more explicit or building hypotheses” (GIL, 2002, p. 26).

For the researchers' convenience and ease of access, a private banking (a bank specializing in investments that serves high-income and wealthy clients) with more than eighty-five years of existence was selected and which began operations in Brazil in 2015. On a global level, the ABC bank (fictitious name) has more than 1,100 employees, of which 107 are in Brazil, which are considered the research universe.

Data collection took place through a structured questionnaire that contained a set of questions to be answered using the Likert scaling with six degrees (in which zero represented total disagreement and five complete agreement) sent to all 107 employees.

Thus, for analysis purposes, it was considered that grades 3, 4 and 5 demonstrate a favorable opinion and grades less than or equal to two (zero, one and 2) express negativity on the part of the respondent (I totally disagree, Disagree, Partially disagree, Agree Partially Agree, Totally Agree.).

It is important to emphasize that the bank provided researchers with access to all one hundred and seven employees of the Brazilian operation and that an in-depth interview was carried out based on a structured script with the Human Resources manager of Bank ABC in the country.

It should also be mentioned that, due to the characteristics of the workforce object of this case study, there was general knowledge about competence management, and it is not necessary to clarify what this model of people management is all about.

To analyze the interview, the use of discursive analysis was defined, as according to Caregnato and Mutti (2006, p. 684), this type of analysis seeks the meaning effects related to the discourse, concerned with “understanding the meanings that the subject manifests through his speech”.

3 RESULTS

Initially, to characterize the profile of respondents, it was recorded that there were a total of fifty-five respondents, this being the sample to be analyzed, of which 50.9% were women and 49.1% were men as shown in Figure 1.

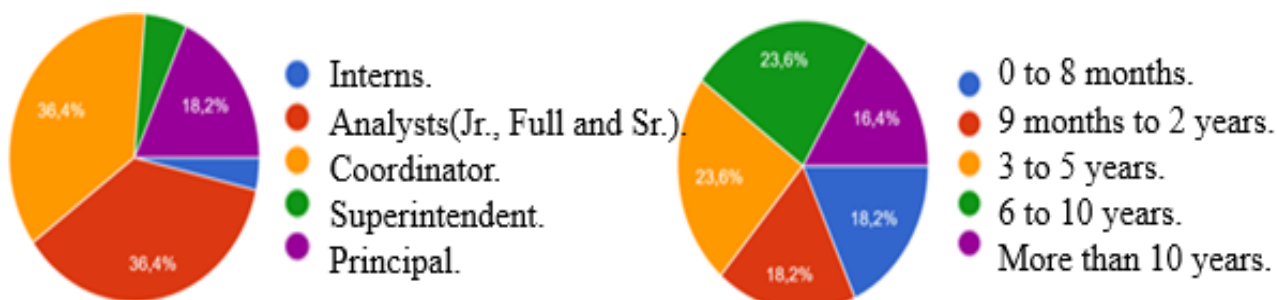
Figure 1 - Age distribution of respondents

	18-28	29-38	39-48	49-58	Over 58
Percentage	23,6%	27,3%	21,8%	23,6%	2,7%

Source of data: research (2020)

Regarding the positions and working time in the organization, these data are shown in Figure 2, in order to characterize the sample more precisely.

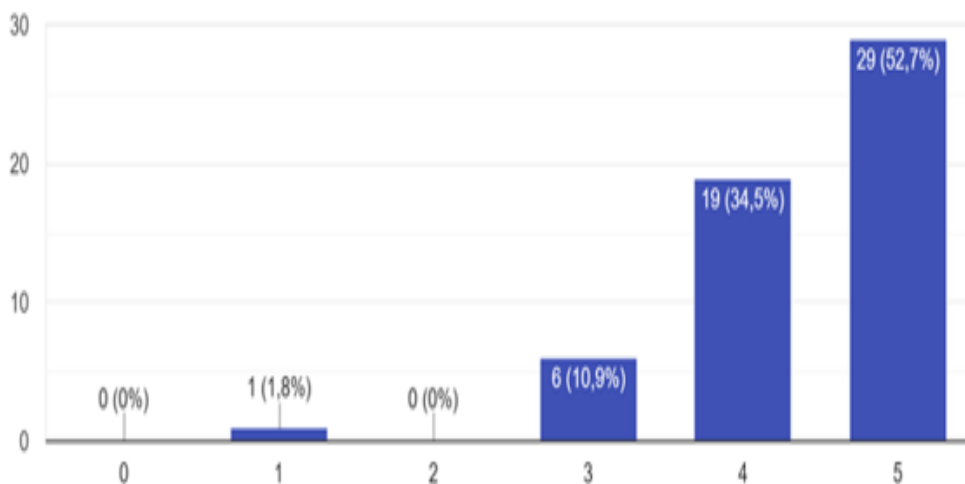
Figure 2 - Distribution of respondents by position and length of service



Source of data: research (2020)

The positions most present in the survey were Analyst and Coordinators, but there are also ten bank directors and interns, evidencing a sample of all hierarchical levels present in the bank. The length of service of the sample respondents is also very representative, ranging from novices to veterans at home, thus, a significant representation of Bank ABC's workforce is guaranteed, avoiding biases in the perceptions analyzed about the implementation of management of people by skills – MPS. To analyze the following questions, a Likert-type scale of six degrees was used, ranging from zero (total disagreement) to five (total agreement).

Figure 3 - The implementation of MPS will bring positive aspects for the company



Source of data: research (2020)

Regarding the benefits that may accrue to the company, Figure 3 above shows a very strong expectation of favorability of 93.2%, that is, for employees, the company unequivocally has a lot to gain from the implementation of MPS.

The absolute majority of employees (96.3%) understand that the performance of the Human Resources area will become more focused (clear and objective), due to the implementation of the HR system, which demonstrates once again the positive perception of the employees and reflects what the researched literature says about this management model.

The results presented in the survey also showed that among the 55 respondents, 53 believe that their qualities will be affected, at least to some degree, positively with the implementation of the MPS, therefore favorability of 96.4%. Corroborating the literature surveyed, the same percentage believes that their degree of commitment to the company will increase, which probably results from the expectation that management will become clearer and more objective.

Actions to improve the organizational climate are often related to benefits, rewards, relationships and leadership style, so it should be noted that MPS, in their perception of 94.6%, would be a factor in improving the climate, information. It is of great interest to HR, as well as to organizational leadership, and this same percentage

is the percentage of employees who believe that the implementation of Competency Management will positively affect the way processes are carried out, improving efficiency and effectiveness.

From this point onwards, the qualitative results captured in the interview conducted with SC are analyzed (it was decided not to identify her), manager of Human Resources at Bank ABC Brasil SA.

SC explained that because it is a small financial institution, in terms of number of employees, the HR area of ABC bank is still very embryonic and that one hundred percent of the current controls are carried out in an Excel spreadsheet©. There is only help of an outsourced company to handle the payroll processing, but that there is the intention to implement the Personnel Management by Competence. Moreover, according to it, there are many barriers to be overcome, since, when asked about the view of the board on the topic, she replied that they are still working hard on this topic and that there are strong paradigm shifts yet to be overcome.

During the interview, it became clear that competency management is not a priority for the organization's top leadership, according to the interviewee, although it was pointed out that, there is an effort to put this subject on the agenda.

SC added that currently the development of employees' skills is stimulated by the company subsidy of fifty percent of the value of the course chosen by the employee, whether short or long, provided it is proven that the chosen course can bring good results for the corporation. However, it was not evidenced how the good results mentioned are proven.

SC, when asked why she wanted to implement the Competency-Based Personnel Management system at the institution, responded that she believed that the model stimulates employees' skills and that it is the most assertive way to ensure evolution and success from ABC bank. Interestingly, in the SC view, there will be some resistance from employees regarding the intention to implement competency management.

CONCLUSION

It was found that the implementation of people management by competences is not a priority for the company's top management, but contrary to what was expected, there was no resistance on the part of employees, as a positive expectation on the part of the force was strongly evidenced of work.

As a limitation of the study, it should be recognized the fact that it covers a single organization, which does not invalidate the study, but opens broad perspectives for new research covering a segment, an area of expertise, different professions, several organizations, among a very wide range. extensive range of possibilities.

It is understood that one of the significant contributions of the study, among others, is to alert organizations to the fact that the workforce is increasingly informed and aware and that, therefore, resistance to change is often not part of it, therefore, a lot of work must be done in the sphere of managers when it comes to change.

Finally, it is concluded that in current times, employees may have as much or more knowledge and information than their managers and that, therefore, they are less resistant to change, with competency management being an auspicious model in terms of integrating teams both in the present and in the future, strengthening the main source of the company's competitive advantages: people.

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