

# Research on Competency Model of Enterprise Human Resource Management

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

## 1. Introduction

With the deepening and development of integrated logistics, the scope of application of logistics has been expanding, and the development of enterprises has been extremely rapid. In the process of rapid development, there is a huge obstacle to the development of corporate organizational performance management, which cannot adapt to the fierce competition in the international market. Enterprises must pass the enterprise's human resources management and development to stabilize the development organization's scale and market areas. In the 1970s, the famous American psychologist McClelland proposed the competency theory. Under the unremitting efforts of domestic and foreign scholars for more than 30 years, the competency model has continuously broken through in theory and application, in order to organize human resource management and its respective The reform and innovation of professional functions provide a new way of thinking and provide new support for the development and improvement of corporate performance management.

## 2. Competency and Its Model

The origin of competence dates back to the late 1960s. At that time, the IQ theory was questioned. People found that in the early test of competence, they often depended on memory and lasting endurance to achieve success, and the final results were different from those of the tested person's learning environment, the tester's position, and the different Test sites have a close relationship, which even includes many contingencies. Professor David McClelland, professor of Psychology at Harvard University and co-founder of McBer Consulting (later merged into the world-famous international management consultancy Hay-McBer), and his team have conducted extensive research. It is proposed that traditional theoretical testing cannot predict job performance and personal success at all, and it is often not fair to ethnic minorities, women and lower social strata. At the same time, they found that fundamentally affecting individual performance is characteristics such as "achievement motivation", "interpersonal understanding", and "team influence". The currently recognized definition of competency is the definition of Spencer, which argues that competency refers to the potential, in-depth characteristics of an individual who distinguishes a performer (or organization, culture) from a performer and a performer. It can be motives, traits, self-images, attitudes or values, knowledge in a field, cognitive or behavioral skills - anything that can be reliably measured or counted, and can significantly distinguish individual characteristics of excellent performance from ordinary performance. From the research of scholars on competency, we can see that the competency mainly focuses on the high performance in the work, emphasizes the individual differences between the outstanding performers and the poor performers, and believes that the competency is the individual's ability to lead to excellent performance. The potential features.

Iceberg model. This is a basic model of competency, and it is considered that competence is the "knowledge and affiliation" part of the "knowledge, skills" and other aspects above the surface of the water, and the implicit "values, self-image, personality, internal drive" below the water surface. "Emotional intelligence and other parts of the composition. This model believes that the individual's excellent performance depends mainly on the implicit part, but this part is not easy to measure.

A generic model of competency. In 1981, Mike Bo's consultant Boyatz proposed a "competitive model of competence." He believes that competency is "the behavior that enables managers to complete their exposure." Put forward 21 kinds of competencies, such as correct self-evaluation, close relationship, development of others, and positive attitude.

Common methods include behavioral event interviews, interviews, and psychological tests. Behavioral event interviewing is the most common method of building a competency model, and it is also a tool for assessing the performance of a job. The main process of the behavioral event interview method is to allow respondents to describe in detail the 5 to 6 behavioral events, and then to identify the competency characteristics of the respondents through thematic analysis and coding. The behavioral event interview method uses the important events and the behavioral process during the event to understand the interviewees, so as to identify the real motives and traits hidden behind the behavior. It can accurately reveal the common competencies of the performance performers and accurately know How respondents express their competence and are not affected by gender, ethnic, and cultural discrimination.

### **3. Organizational Performance Management**

Performance management is the management of each element in the process of performance realization, and it is a type of management activity based on the corporate strategy. Performance management is a kind of management activity through the establishment of enterprise strategy, goal decomposition, performance evaluation, and performance achievements used in the daily management activities of enterprises to motivate employees to continuously improve their performance and ultimately achieve organizational strategy and goals. Through the case analysis of the company, its development strategy is: Enterprise = Product + Service, Enterprise Management = Human Resource Management, Human Resource Management = Performance Management. From this it can be seen that the status of performance management in the company is very important. The company's definition of performance management is that performance management is an ongoing communication process in which employees and supervisors agree on the following issues in the form of partners: first, the work that employees should complete; second, How the work done by employees contributes to the realization of the goals of the organization; Third, how to use the specific content to describe how to do a good job; Fourth, how can employees and supervisors work together to help employees improve performance; Fifth, how to measure Performance; Sixth, identifying obstacles that affect performance and overcoming them. Performance management is part of the company's overall human resources strategy. It is a way of evaluating individual performance. The focus is on the process of improving employee's individual comprehensive skills. It is also a link between personal performance and the company's tasks and goals. Tools. The significance of the company's performance management: (1) The core purpose of performance management is to improve the performance of the organization or team by improving the performance level of employees; (2) performance management provides a standardized and concise communication platform; (3) performance management It provides the necessary basis for human resource management and development of the company; (4) The role of performance management in employee development is very important in law.

In corporate performance management, there are usually two ways to help employees improve their performance: First, incentives and penalties are used to motivate employees to self-analyze problems and improve themselves; the other is through performance interviews. The first approach is outcome-oriented. It has no ability to grasp employees' ability to improve and improve performance. Whether employees are improving in a benign direction or they are simply indifferent to the organization's control. For the second approach, the help and analysis process of the

organization for employees is completely completed by the person who conducts the performance interviews. From the organizational level, the ability, values, and emotions of the person who conducts the performance interview will seriously affect the employees' performance improvement. At the same time, such an after-sales remedy method is obviously lacking in systemicity and is not conducive to the growth of employees and effective improvement of organizational performance.

#### **4. Competency-based Organizational Performance Management**

Competency-based corporate organizational performance management includes: (1) Competency-based performance management requires the design of performance goals and capacity development goals. It is based on work analysis and competency models to determine performance standards. (2) Competency-based The concept of group performance should also be strengthened in force performance management. It should not be limited to individual employee performance. It should pay attention to the cultivation and exertion of teamwork ability, reasonably design work groups, and strive to improve group performance. (3) Performance based on competency Management generally proceeds from the three aspects of “completion of objectives, improvement of task performance, and development of competency” to ensure the performance of performance management.

Define the corporate strategic objectives. Must first determine the company's development strategy, and thus determine the company's specific business objectives. 2. Determine department goals. The company's business objectives are broken down in layers to form the department's key performance indicators (KPIs). 3. Determine employee performance goals and capacity development goals. Personal Results of Employees KPIs and personal behavior KPIs together constitute the employee's individual performance indicators. The establishment of performance goals is the pressure transfer process of business goals, expectations and requirements, and it is also the key to the advancement of traction. Through the traction of performance goals, enterprises, departments and employees are working in one direction, and all efforts are made to complete the company's strategic goals. Performance goals come from the specific breakdown of departmental goals and the position is responsible. The establishment of performance goals is a coordination process. When department heads work with employees to set specific performance targets, they should generally formulate their own business priorities, strategic objectives, and KPIs based on their annual business plans and management objectives. The department's work goal plan is to ensure progress towards the overall goal of the company's requirements; and the employee must develop a specific work plan based on the goals resolved to his own and consult with the manager.

Based on the competency content of the explicit and implicit parts of the competency iceberg model, it is first divided into general competency performance standards and special competency performance standards according to job requirements. The general competence performance standards include various knowledge and skills required for the job. These standards change with the individual's change in the nature of different jobs. They are the most basic requirements for accomplishing the performance goals. They can be determined through majors, academic qualifications, etc.; special competency performance. Standards are mainly the internal expectations and motivations of individuals, such as values, attitudes, and personalities that meet the goals of excellent performance. These standards should not change with changes in the nature of work. The determination of these standards can be made through the behavioral event interview method to formulate the special competency characteristics of the high performers who complete the performance goals.

The performance coaching stage is in the middle of the entire performance management process. It is also the most time-consuming process in the performance management cycle, and it is the key link for embodying the performance goals of managers and employees. The quality of this process directly affects performance management. The success or failure. Managers should guide and supervise the work process of employees, solve problems discovered in time, and adjust performance plans. Throughout the performance period, managers are constantly required to provide guidance and feedback to employees. Particular attention should be paid to the enthusiasm

of employees. Managers should understand the employees' ideas in a timely manner and observe whether their enthusiasm changes and correct their bad attitudes and behaviors in time. Specifically speaking, the main task of the performance coaching phase is continuous performance communication, collecting data to form an assessment basis.

## **5. Conclusion**

By raising the salaries of high-skilled employees, we encourage employees to keep forging ahead, promote themselves, create a positive and healthy corporate atmosphere, and enhance the company's core competitiveness. According to the company's competency requirements, properly matching the grass-roots employees with competency to obtain high salaries can dilute their blind pursuit of positions, guide the vertical development of employee competencies, increase the level of competency, and help retain the competence of the company. Employees who match strength create more wealth for the company and promote sustainable development

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