Proposed Core Competencies and Empirical Validation Procedure in Competency Modeling - Confirmation and Classification
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Proposed Core Competencies and Empirical Validation Procedure in Competency Modeling - Confirmation and Classification

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Proposed core competencies and empirical validation procedure in competency modeling: confirmation and classification

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Agenda

- Introduction
- Research objectives
- Proposal of competency model
- Hypothesis
- Participants and procedure
- Results
- Conclusions
- Q&A
Introduction

• Competency-based management is a major strategic approach for HR management and organizational change (McClelland 1973) and may be critical in gaining and upholding a strategic advantage (Campbell and Luchs 1997; Mitrani, Dalziel, and Fitt 1992; Davenport and Prusak 1998; Nadler and Tushman 1999).

• It has become a key tool for use in recruitment and development as well as for implementing organizational changes (Shippmann et al. 2000).
The concept of competency models for human resources development was defined by McLagan, who understood it as “decision tools which describe the key capabilities required to perform a job” (p. 23).
Prahalad and Hamel (1990, p. 82) define a core competence as “the collective learning in the organization, especially how to coordinate diverse production skills and integrate multiple streams of technologies.”
Research objective

• New proposition of competency model for organization
  – propose a competency model which suited the needs of a rapidly changing market, while at the same time taking into account ‘stability’ and high standards of task performance in employee profiles
Research objective

- Propose a two-stage empirical verification procedure for the competency model which can be used to verify the model.
- Classify employees based on employee testing.
Our competency model is based on two assumptions:

**Performance orientation**
is linked to those who ensure high standards of tasks performed on a daily basis in the workplace:

- organization of work,
- cooperation
- goal orientation.

**Entrepreneurial orientation**
are linked to building a market advantage:

- pro-activeness,
- innovativeness
- calculated risk-taking
Top performers
• Performance orientation

Niche finders
• Entrepreneurial orientation
Hypotheses

H1: Performance orientation consists of three aspects: cooperation, organization of work and goal orientation.

H2: Entrepreneurial orientation consists of three aspects: innovativeness, calculated risk-taking and pro-activeness.

H3: Entrepreneurial and performance orientation are relatively independent of each other.

H4: Employees can be classified into four groups
Participants

• We conducted the pilot study on a sample of 131 participants aged 18 to 79 years ($M = 32.7; SD = 12.7$; 7 respondents did not indicate their age).

• The validation study sample consisted of 636 respondents aged 24 to 89 years ($M = 44.5; SD = 15.1$). The professional experience of participants ranged between 1 to 60 years ($M = 20.1; SD = 13.7$).
In order to test the established hypotheses, we carried out confirmatory factor analysis (CFA) and cluster analysis on the sample from the validation study (N = 636).
Results of the confirmatory factor analysis for the Entrepreneurial Orientation model.

EN - Entrepreneurial Orientation;

• CR - Calculated Risk-Taking;
• PA – Proactiveness;
• I – Innovativeness.

Rectangular boxes represent observed variables (items). Factor loadings are placed over the arrows.

The letter r marks reversed questions.
Results of the confirmatory factor analysis for the Performance Orientation model

PC - Performance Orientation:
• PE - Organization of Work;
• HQ – Goal Orientation;
• TC – Cooperation.

Rectangular boxes represent observed variables (items). Factor loadings are placed over the arrows.

The letter r marks reversed questions.
Results of confirmatory factor analysis of Entrepreneurial and Performance Orientation model.

PC - Performance Orientation;
EN- Entrepreneurial Orientation

Rectangular boxes represent observed variables (items). Factor loadings are placed over the arrows. The letter r marks reversed questions.
Classification of employees

- **Niche Finders**
  - High level proactiveness, innovativeness, and calculated risk-taking
  - Low level organization of work, cooperation, and goal orientation

- **High Potential**
  - High level proactiveness, innovativeness, and calculated risk-taking
  - High level organization of work, cooperation, and goal orientation

- **Low Potential**
  - Low level proactiveness, innovativeness, and calculated risk-taking
  - Low level organization of work, cooperation, and goal orientation

- **Top Performers**
  - Low proactiveness, innovativeness, and calculated risk-taking
  - High level organization of work, cooperation, and goal orientation
Results of employee classification based on scores in entrepreneurial (EO) and performance (PO) orientation (N = 619). Values represent mean standardized scores on PO and EO dimensions for each cluster: Low potential employees (N = 153), top performers (N = 160), high potential employees (N = 141) and niche finders (N = 165).
Conclusions

• We have proposed model of core competencies which ensure the important needs of the modern organization.
  – (1) maintaining stability and high standards of performance in everyday tasks *(performance orientation)*,
  – (2) ensuring the organization’s competitive advantage on the market *(entrepreneurial orientation)*
Conclusions

• We believe that CFA is a useful tool for empirical verification which can be easily used by specialists in organizations.
  
  – From a practical point of view, the results above provide a good starting point for further research and discussion on the empirical verification of competency models used in organizations.

• We can determine the number of employees who fit one of the four mentioned profiles in an organization, or in other words, we can determine the profile of staff potential in a given organization and attempt to shape it in a specified direction.
Thank you for your attention 😊

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How much does the person below resemble you?
1 – does not resemble me at all
2 – does not resemble me
3 – rather does not resemble me
4 – the same alike and not alike
5 – rather resembles me
6 – resembles me
7 – resembles me very much

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<th>How much does the person below resemble you?</th>
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<th>2</th>
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<td>1  Values work is predicable. Sense of security it gives is very important to them.</td>
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<td>2  They are good at prioritizing in their work. In most cases they accomplish their tasks timely.</td>
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<td>3  Their performance is usually top quality. They try to do the best to do their job and is careful about details.</td>
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<td>4  When taking decisions, they take into account a range of possible solutions. They calculate the risk involved and usually can assess future consequences appropriately.</td>
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<td>5  Does not care much of the atmosphere in the team. They do not lay a lot of stress on building relations with other people.</td>
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<td>6  Their performance at work is usually the best. They try to complete their tasks so that they are accomplished ahead of schedule.</td>
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