IMPACT OF COMPETENCY MANAGEMENT ON THE ORGANIZATIONAL INVOLVEMENT

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DOI: http://dx.doi.org/10.52267/IJASER.2022.3402

ABSTRACT

Human resources are the most important resources for companies, so it is important to manage their skills to anticipate their evolution for the development of the company. Competency management is the way an organization manages its human capital and ensures the adjustment between the skills and knowledge of employees and their needs to achieve its objectives. However, the question that arises is whether competency management has an impact on the organizational commitment of employees.

Based on the hypothesis that competency management has an impact on organizational commitment, this work aims to analyze the dependency between these two variables by means of an opinion survey of 100 employees.

KEYWORDS: Human resources management, Competence, Employees, Involvement, Organization.

INTRODUCTION

HRM has become more practical and focuses more and more on what a person can bring or contribute to the work in an organization. Human resource management is the management of all personnel and activities within a company. It aims to develop the collective efficiency of the people who work for

the company. Effectiveness being the extent to which the objectives are achieved, HRM's mission is to lead the development of human resources in order to achieve the company's objectives. HRM defines the human resources strategies and means, organizational operating modes and support logistics in order to develop the skills needed to achieve the company's objectives.

Over time, the function and practice of HRM has evolved to focus more and more on the individual management of the person. Thus, the success of a company inevitably depends on its ability to acquire the skills necessary for its growth, to retain its personnel, to develop them and to better involve them. This is why nowadays Human Resources Managers try to use and find the necessary means to better involve employees in the development and performance of the company. Thus, the question arises as to whether competency management has an impact on the organizational involvement of employees. Indeed, competency management is an HRM practice implemented to orient and allocate available competencies according to the company's objective.

Based on the hypothesis that competency management has an impact on the organizational commitment of employees, this research aims to identify the dimensions of organizational commitment that are affected by competency management, using an opinion survey of a sample of 100 employees. In-depth statistical analyses of the results and correlation tests will serve as a basis for testing the dependency between the variables.

I- CONCEPTUAL BASIS

Organizational commitment is defined as a psychological state characterizing the link between an individual and the organization that employs him (Allen M., 1991). It therefore represents a predisposition to act and is the result of exchanges and reciprocal expectations between the individual and the organization; this involvement is a process (Jarnias, 2005). In general, the involvement in the professional sphere can therefore be defined as a positive and negative force associated with different states of mind that guides the behavior of an individual at work.

It characterizes the relationship between the employee and the organization as well as recommending actions, means to act on it or to develop it, in this case there should be an interaction between these two. The organizational involvement intervenes in two approaches, if it is attitudinal, it is that it corresponds to the psychological process by which the individuals envisage the nature of their relations with their organization, their manager, their work. On the other hand, behavioral involvement is a process by which the behavior of individuals is linked to the organization, their manager, their work. Therefore, the attitudinal approach focuses on the antecedents and

consequences, whereas the behavioral approach focuses on the conditions of repetition of a behavior and its effects on the attitude (Vandenberghe & Landry, 2007).

In the beginning, definitions of organizational commitment were only one-dimensional, only affective. It was then constructed in a unidimensional way referring to the attachment and identification of an individual with his or her organization. Then came the multidimensional idea of organizational commitment. First the first foundations were translated by obedience, then to identification which means giving an image of the entity as a source of pride and respect of the latter value without really appropriating it. But still, a dimension of internalization was evoked which expresses the adequacy of the personal values with the professional. Then Meyer and al. en 1990 proposed to distinguish the organizational involvement according to the reasons which could influence the individual on the decision to continue the relation with the entity as well as by its state of mind which is related to this last one that it is a need, a desire or an obligation. And thus evoked the tri-dimensionality of the concept with its organization of which: the affective, calculated and finally normative implication.

 - Affective organizational involvement: an approach explaining an affective feeling of the individual towards his company where a psychological or attitudinal dimension is present. It is defined by the identification with the values of the organization, the commitment to the achievement of its objectives and the affective attachment to it. In this concept, the link of the employee to his organization is located at a level of abstraction which has the effect of evacuating any form of personal interest other than the interest in the company (Paille, 2004)

- Calculated organizational involvement: This is a cognitive and rational attitude; it is therefore defined as a rational dynamic internal to the subjects. It is an approach explained by the costs where the involvement of an individual is therefore none other than the result of the costs that he associates with his departure from the company, i.e. based on the calculation. That is to say that the individual is attached to his organization by the feeling of developing investments that are likely to be lost by leaving the latter.

- Normative organizational commitment: an approach that focuses on the moral obligation to stay with the company, which means that the employee is pressured to act in the direction of the organization's goals and interests and to do so. There is no profit to be made but because it is good and moral to do so (Wiener, 1980). This involvement can be translated into the value of work ethics and translates the decision of employees to stay in the organization as a duty.

According to the authors who issued the three-dimensionality of the concept indicated that the calculated and normative dimension are the attitudes towards a specific form of behavior of an individual that is from oneself while the affective dimension explains the bond of the individual with the organization.

The management of competencies has an impact on the organizational involvement of employees, whether it be on the nature, intensity or evolution of this factor. It is always necessary to practice human resources management to maintain their effectiveness as human capital for the productivity of the company, the management of skills is part of it.

Competence focuses on the relationship between the individual and the work to leave in the market for profit. According to Reynaud, (2001), competence is defined as the sum of four elements: knowledge, know-how, experience and behaviour. In fact, each skill must be exercised within a specific framework and situation, i.e. over time and in the evolution of the work. It must be dynamic and flexible.

According to Bouiteller (2005), the individual is an entrepreneur of his or her competencies and that the latter is nothing other than a combinatorial process in which an individual mobilizes the necessary resources himself or herself, such as knowledge, know-how, qualities, physiological resources, databases, networks of expertise, etc. This means that an individual can set up processes to acquire the competencies needed to be competent, which is different from what was discussed in the analytic approach.

Competency-based management is a system based on the job logic, i.e. the job and its requirements are the fundamental points. Competency-based management consists of steering the HRM system based on the competencies of employees. It is above all the implementation of the performance strategy by making competencies a central resource.

In 1996, Parlier presented competency-based management as a global strategy and a set of practices specific to a company. First of all, the company's competence approach is taken into account according to the competences retained in the competency framework. The skills repository allows for a better understanding of the skills useful for a given task, and is applied to all job assignments of each employee. Each task in an organization requires the necessary skills to perform them, hence the need to determine a skills repository when recruiting.

Then the management of competences is a way of setting up the assets of the employees and must be centered by various elements to allow the latter to recognize the value of their competence and to evolve them.

II-RESULTS

According to the objective of this research, the following results will focus mainly on the characteristics of competency management according to employees' perceptions and their levels of organizational involvement.

2.1 Characterization of competence management

The table below shows the trend in the respondents' answers to the items characterizing competency management.

Items with an average frequency of less than 3 indicate that the majority of employees tend to disagree with the statements made. Items with a mean frequency of 3 or more show that, overall, they agree with the characterization.

Table 1: Frequency of response modalities on skill management

VARIABLES	ITEMS	MEDIUM	ECART-TYPE
Practice of Management skills	- Need for training	3,05	0,60
	- Practice of competence	2,95	0,76
	- Development of competence	3,35	0,67

Source: Authors, 2022

To carry out relevant analyses, reliable measuring instruments are needed first and foremost, which is why preliminary tests were essential. This is marked by two procedures: factor analysis and reliability analysis. The objective is to see which items are really suitable and should be retained to test the research hypothesis.

The exploratory factorial analysis on the practice of competency management evoked the following tables, three analyses were also carried out:

Table 2: KMO Index and Bartlett Test

Precision measurement of Kaiser-Meyer-Olkin sampling.		,646
Test of sphericity Bartlett	Chi-square approximate	19,711
	Ddl	3
	Bartlett's significance	,000

Source: Authors, 2022

An approximate chi-square value of 19.711 and a degree of freedom of 3. The p-value is 0.000 which is significant because it is less than 0.05. Then, the KMO test of 0.64 having a value because it is close to 1. All this to draw that the data of this variable are factorizable.

Table 3: Total Variance Explained

Composante	Initial eigenvalues			Extraction Sum of squares of the selected factors			Sum of squares of the of the factors used for the rotation
	Total	% of variance	% cumulative	Total	% of variance	% cumulative	Total
1	2,144	71,466	71,466	2,144	71,466	71,466	2,009
2	,616	20,524	91,990	,616	20,524	91,990	1,440
3	,240	8,010	100,000				

Source: Authors, 2022

This table reflects that the two factors contribute strongly to the formation of the model with a value of 91 .99% of the cumulative data, more precisely the model can be interpreted at 91.99% of the data because it has exceeded the threshold of 60%. The first component which is the need for training participates in 71.466% of the explanation of the model and the implementation of skills of each employee in a company to 20.52%.

Table 4: Quality of representation

	Initial	Extraction
At what level do you think training is needed?	1,000	1,000
At what level do you apply your skills in your work? At what level do you find it necessary to develop your skills?	1,000	,881
	1,000	,878

Source: Authors, 2022

The practice of competency management includes 3 dimensions. This table indicates the value of the extraction of each dimension and can be interpreted as follows:

- The first one groups the elements related to "Need for training". The value of the extraction is equal to 1 which is very acceptable because it is higher than 0.5. This concludes that the data are well founded.

- The second factor groups the items with the dimension "Practice of the skill" having an extraction value of 0.88 also higher than 0.5 proving relevant data.

- Then, the third factor that groups the items related to "Competency Development". The extraction of this dimension is 0.87, sufficiently higher than 0.5 and justifying the relevance of the data.

Regarding the reliability study of the practical dimension of skills management which is done as follows:

Table 5: Summary of reliability statistics

Dimensions	Alpha of Cronbach	Initial number of items	Number of items selected
Adherence to the value	,860	4	3
Need for training	,640	4	3
Practice of the skill	,623	4	3

Source: Authors, 2022

Like the first variable, the study will focus on Cronbach's alpha with the objective of knowing the clustering. The first dimension has a Cronbach's alpha equal to 0.86 which is greater than 0.7 (0.86 > 0.7) showing that the items are accurate.

For the two dimensions "Skill practice" and "Skill development", the Cronbach's alpha are equal to 0.64 and 0.62 which are lower than 0.7. The difference not being very large confirms that the items are not so problematic to confirm the reliability of the latter.

2.2 Level of organizational involvement

As with the first variable, the following table shows the trend in respondents' answers regarding their organizational involvement.

Table 6: Response patterns on organizational involvement

VARIABLES	ITEMS	MEDIUM	ECART-TYPE
Involvement organizational	- Career	2,75	0,91
	- Involvement - problem	3,20	0,70
	- Emotional bonding	3,05	0,76
	- Sense of attachment	3,00	0,79
	- Staying a member	2,70	0,80
	- Cost to leave	2,55	0,69
	- Willingness to leave	2,45	0,69
	- Staying by need	2,25	0,97
	- Duty to stay	1,75	0,55
	- Guilty - left	2,45	0,76
	- Moral obligation	2,15	0,59
	- Personal meaning	2,90	0,45
	- To give one's best	3,10	0,72
	- Sense of belonging	3,15	0,75
	- Note of involvement	3,60	0,94

Source: Authors, 2022

Same interpretation as the first variable, the items having extracted a mean frequency clearly lower than 3 means that the majority of employees tend to disagree with the assertions made and those

having extracted a mean frequency equal to or higher than 3 show that overall, they agree with the assertion.

It is also essential to validate this dependent variable while maintaining the same steps as for the first variable.

In order to proceed with the factor analysis, all the items of the organizational involvement dimensions were taken into account in order to carry out the following three analyses.

Table 7: KMO Index and Bartlett Test

Precision measurement of Kaiser-Meyer-Olkin sampling.		,668
Bartlett test of sphericity	Chi-square approximate	160,033
	Ddl	91
	Bartlett's significance	,000

Source: Authors, 2022

The Chi-square has an approximate value of 160.033 and a degree of freedom of 91. The p-value is equal to 0.000 which is sufficiently less than 0.05. The KMO indicates a value equal to 0.66 which is close to 1. In general, the data for this variable are therefore factorial and the analysis can continue.

Table 8: Total Variance Explained

Composante	Initial eigenvalues			Extraction Sum of squares of the selected factors			Sum of squares of the of the factors used for the rotation
	Total	% of variance	% cumulated	Total	% of variance	% cumulated	Total
1	5,983	42,733	42,733	5,983	42,733	42,733	5,355
2	2,159	15,425	58,157	2,159	15,425	58,157	3,737
3	1,379	9,847	68,004				
4	1,137	8,124	76,129				

5	,832	5,944	82,072				
6	,686	4,897	86,970				
7	,544	3,882	90,852				
8	,416	2,970	93,822				
9	,286	2,045	95,867				
10	,223	1,596	97,463				
11	,159	1,136	98,598				
12	,077	,549	99,147				
13	,069	,491	99,638				
14	,051	,362	100,000				

Source: Authors, 2022

This table shows that two factors are retained. The set explains the model at 58.157%. The result is not relevant enough because it is less than 60%. To deepen, only 42.733% of the first factor focused on the career of employees explains the model and 15% of the second factor which is none other than the situation of an employee in relation to the problems of the company.

Table 9: Quality of representation

	Initial	Extraction
Are you happy to spend the rest of your career with the organization?	1,000	,490
Can you tell us how involved you are with the company's with the company's problems as your own?	1,000	,646
To what level are you emotionally connected to the company?	1,000	,679
At what level do you feel a strong sense of attachment to the company?	1,000	,695
Is remaining a member of the organization important to you?	1,000	,563
Would it cost you to leave the organization?	1,000	,727
At what level is it too hard for you to leave the organization even if you wanted to?	1,000	,570

Do you stay in the organization because you need it	1,000	,521
you need it for financial or food reasons?	1,000	,579
At what level is it a duty for you to stay in the company	1,000	,485
a duty to you? Will you feel guilty if you leave the the organization?	1,000	,195
Do you feel a moral obligation to stay in your organization?	1,000	,511
At what level do you have personal significance to your company?	1,000	,700
Does the company allow you to be the best you can be?	1,000	,781

Source: Authors, 2022

According to this table, the items can be grouped into 4 dimensions:

- The first factor groups the items related to affective involvement. Of the 5 items, 4 are retained with an extraction value higher than 0.5.
- The second factor groups the items related to the calculated involvement. Of the 3 items mobilized, all are retained because their extraction values are higher than 0.5.
- The third factor groups the items related to the normative involvement. Of the 3 items mobilized, 2 are retained because their extraction values are higher than 0.5.
- Finally, of the 4 items mobilized in the organizational involvement in general, 3 are retained. The extraction values are sufficiently higher than 0.5, which proves the relevance of the items.

Now, this analysis is used to determine if the instruments previously used in the study of this last variable are relevant. Thus, Cronbach's Alpha allows us to confirm the results obtained previously in the organizational involvement.

Table 10: Summary of reliability statistics

Dimensions Involvement	Alpha of Cronbach	Initial number of items	Number of items selected
Affective involvement	,818	4	3
Calculated involvement	,774	4	4

Normative involvement	,729	4	4
Organizational involvement	,824	4	3

Source: Authors, 2022

By removing the weak item in the affective involvement, the Cronbach's alpha of this dimension became 0.81 higher than 0.7 (0.81 > 0.7) which means that the two retained items allow to continue the studies.

Then for the dimension of calculated involvement, all the items are retained and give a Cronbach's alpha equal to 0.77 (0.77 > 0.7) showing that the items are reliable.

As for the normative dimension, it is 0.72 which is higher than 0.7 (0.72 > 0.7) proving that the retained items are accurate for this dimension.

Finally, the organizational involvement, which includes 3 items, shows a Cronbach's alpha of 0.82 which is clearly higher than 0.7 (0.82 > 0.7), justifying the reliability of the items.

III- DISCUSSION

The validation of our hypothesis suggesting that competence management impacts the organizational involvement of employees is done by analyzing the correlations between the dependent and explanatory variables.

Table 11: Correlations between variables

			OI AFFECTIVE	OI CALCULATED	OI NORMATIVE
REQUIRED TRAINING	-	Corrélation Pearson	,370**	,125*	-,251
	-	Sig (bilateral)	,109	,960	,286
	-	N	20	20	20
PRACTICE COMPETENCE	-	Corrélation Pearson	**,711	,683*	,358*
	-	Sig (bilateral)	0,000	0,000	0,001
	-	N	20	20	20

COMPETENCE DEVELOPMENT	-	Corrélation Pearson	,053**	-,186	-,321
	-	Sig (bilateral)	,826	,433	,167
	-	N	20	20	20

*: The correlation is significant at the 0,05 (bilateral)
** : The correlation is significant at the 0,01 (bilateral)
Source: Authors, 2022

According to this table, the need for training is equally positively correlated with affective involvement and calculated involvement. But negatively with normative involvement. The positive correlations are 0.370 and 0.125 with a significant p-value less than 0.005.

For the practice of the skill, it is strongly correlated with all three dimensions. The correlations are 0.711 for affective involvement, 0.683 for calculated involvement and 35% for normative involvement which can be translated by the fact that even if the employee remains by obligation, he can always emit his skills in his work. The p-values are lower than 0.005 which explains the significance.

Finally, the development of skills showing a positive correlation only with the affective involvement of 0.532 and the calculated involvement of 0.186. But presents a negative correlation with the normative involvement because the employee is not invested in the company does not have this desire to develop with the company. The p-values with the first two dimensions are significant because they are greater than 0.005.

The hypothesis is therefore verified on affective involvement and calculated involvement because normative involvement is not correlated with the dimensions of competence management.

CONCLUSION

In order to evaluate the impact of competency management on the organizational commitment of employees, this study was based on the analysis of the results of an opinion survey of a sample of 100 employees. The various statistical analysis techniques, starting with factor analysis and correlation analysis, allow us to affirm that the affective involvement and the calculated involvement of employees are affected by competence management. This is not the case for normative involvement, which is presented in the form of an obligation to remain.

APPENDIX

Table 12: Sample Characteristics

Variables	Modality	Frquency (%)
GENRE	Men	50
	Female	50
AGE	25 to 35 years old	15
	36 to 40 years old	35
	40 years and olde	50
DEPARTMENT	Human Resources	20
	Administrative and financial	25
	Technical	25
	Marketing and communication	30
FORMER POSITION	Less than 5 years	30
	5 to 10 years	50
	10 years and more	20
FORMER COMPANY	Less than 5 years	20
	5 to 10 years	55
	10 years and more	5