

COMPETENCY BASED JOB DESCRIPTION LEADS TO ORGANIZATIONAL PRODUCTIVITY: AN INTEGRATED LITERATURE REVIEW APPROACH

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ABSTRACT

Purpose: *In today's competitive world attracting the potential members for the organization is becoming a big challenge for the HR managers. To attract the right applicants for the organization, it is important to use different job descriptions. A vital source of innovation and increased competitiveness is human capital. It requires a methodical procedure to determine the competencies necessary to produce improved performance at work in order to fully realize its potential and boost the organization's value to it.*

Design/ Methodology/approach: *The study examined systematic methods to collect the information on designing competency-based job descriptions. A competency-based job description helps to outline the knowledge, skills, abilities and behaviors (KSABs) that are crucial for doing a specific job well. The systematic literature review (SLR) methodology for "Impact of Designing Competency-based Job description on Organizational Productivity". A comprehensive search strategy was developed, utilizing relevant keywords and databases to identify studies.*

Findings: *One of the main problems with job descriptions is that they are not actively utilized; an important factor affecting the success of a job description program is making sure that the job description stays updated.*

Job descriptions should also be reviewed when a key person affecting someone's job leaves or changes, if the employee or supervisor requests a review or if there are continuous problems in the department.

Changes in essential functions, technology and organizational dynamics are elements that have an effect on job descriptions. Sometimes, small changes are ignored and accumulate until they make a considerable difference in work. Finding the finest individuals, managing performance and delivering training and growth for your staff. The job description should be given top importance if an organization wants to find ways to enhance its talent management procedure. If an organization is searching for a way to improve the talent management process, then it is important to consider the job description as a high priority. According to the survey it is crucial to take stakeholders' interests and concerns into account when creating competency-based job descriptions. This will make it obvious how to design competency-based job descriptions clearly so that applicants may immediately understand their responsibilities. This will help applicants understand the requirements or tasks that must be accomplished.

Keywords: Competency, Job description, Job design, Organizational behavioral competency, skills, job performance, task-based job description.

INTRODUCTION

The design of competency-based job descriptions, which would affect organizational productivity and employee performance, was the main emphasis of this study. An essential instrument for allocating work to jobs in an organization is the description. A job description's objective is to assist in various HR procedures like recruiting, selection, and orientation, performance assessment, succession planning and compensation. The templates and forms differ, and An essential technique for allocating labor between roles in an organization. Currently, work is divided into jobs, each of which is represented by a job description. However, the focus is now changing to describing the abilities required to perform those tasks. Competency means individual skills, experience, knowledge, values and personal attributes that a person has and uses in different tasks.

The goal of this study is to examine how job descriptions are utilized and perceived within the organization and to determine how they might be used more effectively and actively throughout the whole lifetime of an employee. The study also examines how the company's human resources can make better use of competencies. The purpose of the research is to generate recommendations regarding the structure, terminology and job descriptions. The theoretical portion of the paperwork is based on the evaluations of literacy and instances of the applications. The existing job descriptions and their content are also analyzed. The research also studies the use of competencies in the organization. The most important sources of data for this research paper are the intranet and examples from literature and journals.

Objectives of the Study

1. To determine the relation between the organizational competency and job description.
2. To comprehend the connection between job description and employee's productivity.
3. To assess the employee's competency (knowledge, skills and attitude) of the employees.

REVIEW OF THE LITERATURE

Job Description

A Job description or JD is a written account of the general responsibilities and obligations of a particular role at work. Relationships with other people in the organization, such as management responsibilities, supervisory level, managerial requirements, and relationships with other colleagues. In this context, it is frequently referred to as a "Role Description" and may contain details about the grade or level of the role, working circumstances, physical demands, health and safety needs, and other qualifications for the job role.

The desire, motivation, necessary abilities, and behaviors needed to properly carry out a work are defined by the competencies description. Competencies are used to define required soft skills- for example "attention to detail" or "fostering communication" they frequently go above and beyond soft skills necessary for success in specialized professions, like sales, marketing or IT, etc.,

The fact that competencies bring various job descriptions and roles inside businesses under one common framework is one of the reasons why people use competence in job description. This provides the structure to the organization's HR programs and helps HR staff members understand the roles, levels, and dependencies between occupations in their firm much better. Beyond that, expanding the job descriptions to include competencies creates a whole world of talent management opportunities.

Forming a Job Description

The organizational structure is a framework that helps to arrange work into positions described by job descriptions. The organizational structure illustrates the formal and informal relationship between people and positions in an organization. Usually, large organizations use the bureaucratic organizational structure with many levels of management and a top-down management approach. Boundaries between jobs and units are rigid and career paths are hierarchical within one function. In bureaucratic organization, jobs are specialized and job descriptions are narrowly defined. The flat organizational structure is usually used in organizations that have a strong focus on the customer. Flat organization emphasizes teamwork, has only a few levels of management and a decentralized management approach. Boundaries between jobs and units are flexible and career paths are horizontal and can cross functions. In the flat organizational structure, jobs will be broadly defined.

The steps involved in building a job description include preparing a work-flow analysis, job design and job analysis. Work-flow is the system used to manage activities in order to accomplish the corporate objectives. Work-flow analysis is the process where work moves from the customer's initiation to the firm and then out of it as a ready service or product. Work flows through individual jobs in a similar way; the input of work is initiated to the worker; the worker adds value by applying work in it and moves it on to another worker. Sometimes work-flow analysis reveals that some tasks could be combined, simplified or even eliminated. Work-flow analysis is used in business process reengineering to improve quality, service, speed and costs by organizing human resources differently and taking advantage of technology. The process of arranging tasks needed to complete the tasks is called job design. Five different methodologies can be utilized to analyze how organizational structure, workflow analysis, and business strategy affect job design. Work simplification is a good technique to organize labor and generate a lot of uniform results in a stable setting. Job rotation and job expansion can be effective methods for introducing variety into the tasks performed by employees in environments where tasks are simple and highly detailed. Job rotation and job enlargement both increase jobs and responsibilities without interfering with the workflow. By bringing specific components back of the work together, job enrichment aims to increase employee motivation by allowing one person to generate a whole.

Conducting a job analysis is necessary before creating employment responsibilities and job evaluation. It should detail the duties involved, anticipated results, and hierarchy of the organization, as well as the nature and purpose of the position. The job holder's characteristics should also be seen on the job analysis. The steps involved in doing a job analysis are gathering data and applying it by preparing job descriptions, job specification and job standards. Jobs that require analysis are spotted during data collection by reading previous job analysis reports or organizational charts. Interviewing of current employees and a job analysis questionnaire are tools used to gather information on the job roles, responsibilities, abilities and performance standards on a specific job. A job description is a written explanation of the goals, parameters, obligations, and responsibilities of a particular position. It is created based on a job analysis for both internal corporate usage and external use to attract customers from outside the organization.

Skills and Competencies Classifications as per International Standard

By the mid-1990s, occupational classifications no longer met the changing needs and interdependencies of the professional labor market. Skills and competencies were becoming

more important in job placement than occupations. As opposed to vocations, skills and abilities were becoming more crucial for job placement. This led to the addition of particular labor market demands known as skills and competences to national occupational classifications. Different national competence categories are making an effort to standardize competency descriptions in order to make them comparable. In 2009, Markowitsch and Plaimauer Psychologists typically develop the methodologies used to characterize abilities and competencies, which are then employed, for instance, in human resource development and education. The goals of competency portfolios are to highlight a person's abilities and capabilities before creating specialized profiles. The first question that has to be asked when structuring a list of competencies is: "What does competency mean?" For example, the competencies listed on the European CV include the following personal skills and competencies: mother tongue and other language skills, social, organizational, computer, and artistic skills and competencies.

Competency-based Job Description

As the job description portrays a job, a person specification describes a person that is needed for the job. It does not describe the last post holder or people in similar position nor a perfect person but a person who can do the task in accordance with. A job specification is a written description of the human qualities required for the position, including the aptitudes, skills, experience, qualifications, motivation, and mental and physical demands. The criteria should be fair, relevant and justifiable with specific requirements that can be measured such as: "an ability to meet deadlines", and "detailed knowledge of programming." Two frequently cited frameworks for characteristics used as a basis for person specification and job description are the seven-point plan and the five-fold grading system. It is becoming very common that the person specifications are based on skills and competencies that are recognized most important concerning performance in the job. Skill is best seen when someone works on a task confidently without hesitation. Increasing skill level can be seen as being able to cope with a wider range of disturbances without disturbing the performance of the task. Competency means skills, experience, knowledge, values and personal attributes that a person has and uses. The focus is shifting towards competences that are needed to achieve customer satisfaction. Competence can also mean a person's underlying characteristics which result in effective or superior performance on the job. Beardwell and Clayton wrote in their book "Human Resource Management" (2007) that stress the importance of the employee's thinking and working "outside the box" of traditional job descriptions. Now, employees should be capable of working without prior experience, clear guidelines or close supervision. Flexibility is very important; employees should be prepared for any kind of change, e.g. new tasks, location or organization. (The Chartered Institute for Personnel and Development, 2002a) stresses the concept: "thinking performer", "who applies a critically thoughtful approach to their job" as their professional standard.

Competencies as Competitive Assets

Research suggests that financial results account for 50 to 70 percent of a company's market value. "Intangibles" such as intellectual property and human capital also form a large part of a company's market value have listed seven critical organization capabilities that create intangible shareholder value. One of these is learning or knowledge management. Knowledge management's purpose is to make use of all ranges of competences that the personnel can use in their work. An organization's ability to move ideas vertically, horizontally, externally and

globally implies that learning capacity has become an intangible asset. Since human capital can be difficult to measure, employees can be seen only as expenditures. Human capital is becoming increasingly recognized as a competitive asset. Employees are seeing the importance of investing in their own learning and personal development and employers have to take steps to retain talent, nurture it and manage it effectively.

Competency-based Job Description Program

The ineffective use of job descriptions by businesses is a common issue. Job descriptions are ultimately updated and used when needed in recruiting or during major changes in an employee's job description. Creating and maintaining a job description program takes time, effort and someone who is responsible for it. There are also pitfalls in creating job description programs such as mismanaging the program, missing critical elements of the job description, failing to describe the job accurately, failing to use the job description correctly and forgetting the format, organization and grammar. The main objective is to provide a guideline on how to form and manage a competency-based job description program. The first task for companies who wish to change to a competency-based job description model is to establish competency guidelines and develop a competency model noted that gaining an understanding of the factors that influence the attraction phase of the attraction-selection-attrition cycle (ASA) is important for organizations who wish to attract the most qualified applicant pool. Applicants are often exposed early in the recruitment process to some form of a job description or advertisement. Researchers have yet to examine how competence information in job descriptions affects applicants' attraction to organizations. Attempting to understand how competency-based job descriptions influence applicant attraction could have significant practical value to organizations. Accordingly, the present study examined applicants' attraction to an organization based on the presentation of competency and task-based information in the job descriptions. Personality characteristics were examined to determine if any personal characteristics contributed to job description preference.

One possible outcome, as a result of differing job descriptions, is that applicants are less attracted to organizations with competency-based job descriptions because they are more comfortable with traditional, task-based job descriptions (Lawler, 1994). Lawler (1994) proposed an alternate suggestion, noting that the competencies may contribute significantly in luring new hires and keeping hold of current staff. He further noted that a competency approach, however, may be beneficial for attracting only certain types of employees; Lawler (1994) noted that candidates who are motivated to acquire new abilities, take on new responsibilities, and participate in business management are probably the kinds of candidates who would be drawn to a company that employs competency information. This might suggest that individuals' attitudes toward learning may affect their attraction to an organization, based on the kind of job description used. These research inquiries are looked at in the current study, which examined the attraction to organizations that used either a competency or task-based job description and explored whether openness to experience or love of learning affected organizational attraction.

In an article **Job description handbook written by Margie Mader-Clark in the year 2013** Everything you need to define the job, step by step has a description—and if you craft it carefully, you can use a job description for effective hiring, new employee orientation, evaluating performances, discipline and plan for future growth. But if it's poorly written (or not written at all), your company can face all sorts of problems, from low employee morale to legal troubles.

In a journal called “**The 3D job description written by Beáta Sz. G. Pató (2017) in the year 2015 April** 13 talks about the necessary accessories for creating a job description, through a model. The model concentrates on the person and a job description document, which is capable of connecting and synchronizing the organizational goals. The author introduces a tool that assists in creating job descriptions.

In a journal called the “**Manager and managerial tool- Job description**” describes The management specialists and the management literature often mention the decisive role played by the methodological component of management (i.e. the managerial tools, the design methodologies, reengineering and support of a functional management systems) in the scientism of manager's work. In the context of professionalization of both managers and management, treating scientifically, the management processes, becomes a major subject with impact on both quality and efficiency of management Table 1.

Sl.No	Author	Journal	Year of Publication	Method	Findings
1	Ganesan (2022)	Job pursuit intentions of undergraduates towards green job positions and descriptions, green performance management, green employee relations with employers' prestige as the mediator	2022	Purposive sampling and snowball sampling techniques were used. Statistical Package for Social Science (SPSS) square structural equation modeling (PLS-SEM) via Smart-PLS was utilized to test the developed hypotheses of the research.	The results showed that only green employee relations have a significant relationship with job pursuit intentions out of the three direct hypotheses. As a result of assessing the mediating hypotheses, employers' prestige mediates the effect of green job positions and descriptions and green employee relations on job pursuit intentions. Conversely, green performance management did not support the mediating association.
2	Ketan S. Ramhit	The impact of job description and career prospect on job satisfaction : a quantitative study in Mauritius	2019	A survey was carried out at a multinational firm in Mauritius using the adopted approach.	Significantly negative connections between job description, career prospects, and job satisfaction were revealed by this study. The findings showed that employees are dissatisfied when duties are poorly stated or when obligations diverge from current responsibilities.
3	Rintala & Suolanen (2005)	The Implications of Digitalization for Job Descriptions, Competencies and the Quality of Working Life	2017		
4	Habraken, (2017)	Smart Industry Research in the Field of HRM: Resetting Job Design as an Example of Upcoming Challenges	2017	The challenges are constructed based on a developed overview of the existing body of work related to job design and a description of the smart industry.	Possible impact of smart industry within other HRM areas.
5	Beáta Sz. G. Pató (2015)	Formal options for job descriptions: theory meets practice	2017	Empirical research	Based on past research, an example 2D work description was produced

					and mapped from a 3D job description. Companies can use this 2D sample as a suitable place to start when creating new papers.
6	Lester (2017)	Reconciling activity-based descriptions of competence with professional work	2017	Study based on previous reports and developments	A model of competence that is based on standards of practice, applies holistically to professionals or occupational fields rather than focusing on work roles and functions, respects contextual factors in defining competent action, and necessitates situational interpretation and judgment is supported by both the initial developments through the project.
7	Leon (2016)	Harnessing the power of job description	2016	Existing literature and conceptual usage of job description from the perspective of managers	A job description is an effective tool for managers. Managers have a road map that can assist them in carrying out their responsibilities for staffing, planning, leading, organizing, and controlling. The difficulties of administration become simpler with a road map.
8	Hanaysha (2016)	Improving employee productivity through work engagement: Evidence from higher education sector	2016	Quantitative approach collected data was analyzed on structural equation modeling (SEM) using AMOS	The results showed that employee productivity is significantly enhanced by work engagement. Additionally, all aspects of employee involvement (vigor, devotion, and absorption) have been demonstrated to significantly increase productivity. The finding was corroborated by earlier research, which found that employee productivity is significantly influenced by work engagement.
9	Saul Carliner, Chantal Castonguay, Emily Sheepy, Ofelia Ribeiro, Hiba Sabri, Chantal Saylor, Andre Valle (2015)	The job of a performance consultant: a qualitative content analysis of job descriptions.	2015	Qualitative content analysis techniques, Systematic method are used as a basis for the study.	The findings suggest that the consultant role conceived in the literature differs from the actual job expected by employers, at least as reflected in job descriptions. Research with incumbents in the job is needed to assess whether the inconsistencies are also reflected in the day-to-day work.
10	Marie Gan, Brian H. Kleiner	How to write a job description effectively	2015		Job description outlines the essential duties and

					responsibilities that are expected of the employee and the main purpose of the work the employee is expected to perform. It also defines accountability in an organization, which helps to prevent overlap of duties and assigns task responsibility.
11	Verboncu, (2015)	The Manager and the Managerial Tools: Job Description	2015		The research paper is going to approach one of the apparently common managerial tools, many times overlooked, known mostly as just an organizational document: job description. How many managers consider it important? How many managers really know what its content is? How many managers know how to write one? How many know when a job description should be updated and how to do that? These are the few questions we aim to answer next and at the same time pinpoint the need of turning this organizational and legal document into a real managerial tool.
12	Edward E. Lawler III	From job-based to competency-based organizations	2014		Reward systems, career tracks, selection systems, and the structure of organizations need to change to focus on competencies.
13	Candace Leann Hawkes	Competency-Based versus Task-Based Job descriptions: Effects on Applicant Attraction	2013		
14	Sondari (2013)	Examining Job Description to Develop Job Performance Indicators for Higher Education Institution Based on MBNQA Education Criteria	2013	This research is a single case study using a qualitative method, which is Descriptive content analysis, to analyze actual job description documents to develop job performance indicators based on MBNQA Education criteria.	Despite of many description that is written in the job description but not determined as indicators of MBNQA, imply that actual job description do not focused on achievement and performance measurement as being asked by accreditation or performance award criteria such as MBNQA
15	Marianna Bodnarchuk (2012)	The Role of Job Descriptions and Competencies in an International Organization	2012		
17	Robyn Huff-Eibl (2011)	Competency-Based Hiring, Job Description, and Performance Goals: The Value of an Integrated System	2011		

18	Naveed SAIF Muh Saqib KHAN Khalid REHMAN Shafiq ur REHMAN Zia-Ur-REHMAN Tufail NAWA Muh NAQEEB	Competency based Job analysis	2010	Chi-square test, Stratified random sampling, and likert scale had been used to show the relationship between competency, job analysis and performance.	1. performance and job satisfaction was strongly associated. 2. Job performance was closely related to knowledge (sharing and priorities) and competence (training and willingness).
19	Klas Eric Soderquist (2010), Alexandros Papalexandris, George Ioannou, Gregory Prastacos	From task-based to competency-based: A typology and process supporting a critical HRM transition	2010	Longitudinal research method	The deployment experience highlights potential difficulties in applying this approach in a particular cultural setting. It identifies key factors that will support effective implementation while also offering insights into challenges that must be overcome.
21	Pennell (2010)	The role of flexible job descriptions in succession management	2010	This paper uses supportive literature from both within and outside librarianship to examine the impact flexible job descriptions could have on the succession management process.	Traditionally, job descriptions have been constructed with a very narrow focus and could be construed to limit the ability to provide various opportunities for growth, particularly in a unionized environment. Flexible job descriptions may allow library managers more freedom in providing accelerated learning and development opportunities through a succession management program.
22	Abdol Hossein Farajpahlou (2009), Farshid Danesh	Job description requirements for systems librarians in Iranian university libraries	2009	Literature review and survey of opinions	It was found that in Iran information sciences librarians require assistance from computer experts, since the IT training programme on offer does not meet the required standard. This has resulted in a reduced ability to perform their duties adequately, prompting the proposed survey for the purpose of producing a revised job description.
23	Robert Boyd (2008)	Staffing the Commons: job analysis in the context of an Information Commons	2008	Review of professional research	Library administration must invest time to articulate mission, value, and goals for the Information Commons before undertaking the organizational analysis. From the organizational analysis will flow the job analysis, job descriptions and hiring protocols.
24	Thomas (2000)	Output based Job descriptions: Beyond skills and competencies	2007		

The value of competence was first established, who favored it over IQ. The author disregarded IQ testing in schools and for hiring, arguing that superior job performance was more closely related to cognitive abilities like writing or math skills and personality traits like behaviors, motives, values, and interpersonal skills than it was to intelligence.

However, competence-related ideas were previously stated in terms of knowledge, abilities, and craftsmanship investigated the economics of apprenticeship in premodern medieval England and made the argument that one of the methods for delivering occupational training during that time period in Europe was through the development of skills through apprenticeship. One should perform study to learn how competencies were evaluated in terms of knowledge, abilities, and artisanship in earlier times of world history, from the Stone Age to the medieval and modern periods. According to him, European crafts underwent a series of developments from the late medieval era to the modern era that led to the formalization of craft education through the use of apprenticeship and standardization by guilds that offered skill certification. He performed the same detailed observations during the same middle age era. He emphasized the existence of guilds and apprenticeship programs for the acquisition of trades and talents.

Methodology

In India, research often uses the seven steps recommended by the Cochrane Collaboration to conduct a systematic literature review. The systematic literature review (SLR) methodology for "Impact of Designing Competency-based Job description on Organizational Productivity". A comprehensive search strategy was developed, utilizing relevant keywords and databases to identify studies. Inclusion criteria encompassed publications from the last decade, primary research, case studies related to job descriptions and their effect on organizations productivity. Findings were synthesized through thematic analysis, highlighting the importance of designing competency based job descriptions which will have the impact on organizations growth and productivity. The review adhered to PRISMA guidelines, ensuring transparency and rigor throughout the process, leading to an informed understanding of the relationship between the job description and organizations productivity.

Findings

1. One of the main problems with job descriptions is that they are not actively utilized; an important factor affecting the success of a job description program is making sure that the job description stays updated.
2. Job descriptions should also be reviewed when a key person affecting someone's job leaves or changes, if the employee or supervisor requests a review or if there are continuous problems in the department.
3. Changes in essential functions, technology and organizational dynamics are elements that have an effect on job descriptions.
4. Sometimes, small changes are ignored and accumulate until they make a considerable difference in work.
5. Job descriptions will significantly affect how well employees perform.
6. Every corner of the organization's growth and productivity depends on designing effective job descriptions.
7. Majority of the studies show that there is a direct relationship between the organization's growth and productivity on designing the competency-based job description.
8. It is advisable to make a job analyst or wage and salary analyst is a likely choice for preparing job descriptions because they can also relate it to wage and salary administration purposes objectively and equally.
9. Few studies have demonstrated a direct relationship between the job description and the wage. As the employee explained, "A job description is a documented definition of the content, duties, and demands of the job."

10. Job description gives clarity to the employee what he is committing to and what is demanded at the position and recognizes the demand level of the job.

Suggestions

1. When the company is establishing a new job description program or enhancing an existing program, goals have to be set first.
2. Pay attention to the critical elements of job descriptions.
3. It is preferable to make a job analyst or wage and salary analyst is a likely choice for preparing job descriptions because they can also relate it to wage and salary administration purposes objectively and equally.
4. Job description is an efficient tool and an essential part of working on other projects.
5. The tool is needed in all kinds of projects by different functions, hence it is very much important to design the job descriptions which will help the organizations to achieve their objectives which will in turn result in the growth and development.
6. It is always recommended to design the job descriptions in a simple and easy method, so it helps the candidates to understand what they have to be accountable for after getting into the job.
7. Suggestion for future research is to determine core competences and their grouping in broader units and start a competency-based job description program in the company based on them.
8. Suggestion for a competency-based job description template could be used as a basis for developing a new competency-based job description for the company.
9. Future studies may examine novel applications of job descriptions and competences in projects, performance assessment, development, and training. The creation of a public "portal" that aggregates or saves the already established technologies is one notion for human resource development.

CONCLUSION

Competencies are being added to job descriptions more and more. Competencies are combinations of behavior and manners that help employees achieve good performance in their position. The employee decides on the competencies and behavior needed for a good contribution at work. Competencies are measured by tests, interviews and other evaluation tools. Competencies are used increasingly in organizations, and competency-based job descriptions are already used in many different fields. Even though the field varies from business to healthcare and government purposes, the competencies used are still similar. When a company starts to use competencies, they have to form a framework of competencies which are most important to the company.

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