

Resumen:

En el presente estudio, se realiza una revisión bibliográfica cuyo objetivo es conocer como la gestión de recursos humanos por competencias se relaciona con el rendimiento en las organizaciones para comprobar si supone una ventaja competitiva para estas. Para ello, se analizan diferentes artículos académicos tanto cuantitativos como cualitativos. Los resultados obtenidos indican que entre las empresas que presentan un mayor rendimiento empresarial existe una mayor proporción que disponen de una gestión de recursos humanos por competencias, además la disposición de este sistema explica un 54.5% la ventaja competitiva, se logra un 35% más de ingresos por empleado y un 12% menos de ausentismo, se encontró que las empresas que más invierten en el desarrollo de las competencias de los empleados generan un 86% más de retorno para sus accionistas que las que invierten menos. Mediante diversos estudios cualitativos se establece que la gestión por competencias supone una ventaja competitiva respecto a otros enfoques ya que se definen perfiles profesionales que favorecen el desempeño superior en el puesto de trabajo y se logran mayores niveles de eficiencia y un mayor nivel de motivación y satisfacción laboral que contribuye al logro de los objetivos organizacionales, además, un programa que desarrolle las competencias de los empleados beneficia tanto a los empleados, ya que estos serán más productivos, como a la empresa ya que aumentará su rendimiento. Por último, se concluye que la gestión de recursos humanos por competencias supone una ventaja competitiva para las organizaciones y se destaca su necesaria inclusión en las organizaciones para favorecer el rendimiento empresarial.

Abstract:

In the present study, a bibliographic review is carried out whose objective is to know how the management of human resources by competences is related to the performance in the organizations to verify if it supposes a competitive advantage for these. To do this, different academic articles, both quantitative and qualitative, are analyzed. The results obtained indicate that among the companies with the highest business performance there is a greater proportion that have human resources management by competencies, in addition the disposition of this system explains a 54.5% competitive advantage, 35% more than Income per employee and 12% less absenteeism, it was found that the companies that invest more in the development of employee skills generate 86% more return for their shareholders than those who invest less. Through various qualitative studies it is established that management by competencies supposes a competitive advantage with respect to other approaches since professional profiles are defined that favor superior performance in the workplace and achieve higher levels of efficiency and a higher level of motivation and job satisfaction that contributes to the achievement of organizational objectives, In addition, a program that develops the skills of employees benefits both employees, as they will be more productive, and the company as it will increase their performance. Finally, it is concluded that the management of human resources by competences supposes a competitive advantage for the organizations and its necessary inclusion in organizations is highlighted to favor business performance.

INTRODUCTION

The management of human resources has undergone substantial changes over time, the evolution in recent years is characterized by the change in the conception of personnel, which is no longer understood as a cost to be understood as a resource, therefore, it evolves in such a way that human resources play an essential role in achieving the strategic objectives of the organization and the generation of competitive advantages. For that reason, a new approach to human resources management emerges which is based on organizational commitment and the generation of competencies as key components.

The term "competence" is very broad and varied, you can find different definitions. In our study, we understand competence as those knowledge, attitudes, skills and qualities that allow to guarantee excellence in the performance of a job. Therefore, the management of human resources by competences is understood as the process that allows us to identify all these competences of the people required in each job through a measurable profile in an objective and quantifiable manner.

The objective of this study is to review the bibliography of academic articles related to the management of human resources by competences to answer the following research question: Does the management of human resources by competencies represent a competitive advantage for the organization?

METHOD

To answer this question, a literature review of academic articles found in the google scholar database has been made. Other databases have been used such as pubmed and psycarticles, however, no relevant articles on this topic were found in those bases.

It is a narrative review since the published information on competency management is collected, analyzed and discussed.

Keywords: management, human resources, competences, performance, competitive advantage, business performance.

We leaked articles that had been published at the most 20 years ago, however, we have used articles published more than 20 years ago that have been considered of greater relevance, which had been referenced in the articles found initially. As a result, 27 articles have been reviewed, of which a total of 12 articles have been selected.

RESULTS

Reference	Result
American Society for Training & Development (2000)	This study analyzes data from 575 organizations in the USA and finds that companies that invest in the development of employee competences generate 86% more return for their shareholders compared to those that invest less.
Gallego, M. (2000)	In this study, it is emphasized that due to the management by competences, higher levels of efficiency in the performance of the job are achieved, in addition to a higher level of motivation and job satisfaction that contributes to the achievement of the organizational objectives
Cruz & Vega (2001)	Through a group of experts it is established that management by competences supposes a competitive advantage with respect to other traditional approaches, due to the fact that professional profiles are defined that favor superior performance in the workplace.
Price Waterhouse Coopers (2002)	Through a survey in which more than 1000 organizations from all over the world participated, it is found that companies that have a well-designed and implemented HR strategy, including management by competencies, achieve 35% more income per employee. and 12% less absenteeism.
Diez & Abreu (2009)	In this qualitative study, it is showed that a program that develops the competences of employees, benefits both employees, as they will be more productive, and the company, as it will increase their performance
Dávalos et al. (2013)	Among the companies in the textile and financial sector that have a higher performance, there is a 44.73% that have a model of human resources management by competencies. While companies with lower performance have a management model by competencies a 3.22%.
García & Rubio (2014)	It is found that the management and training by competences in food operators explains 54.5% the competitive advantage in industrial dining rooms.

CONCLUSIÓN

After reviewing the literature and the objective of the present investigation, we can conclude that the results are consistent with the literature because human resources management by competencies:

- Predicts greater business performance and supposes a greater competitive advantage with respect to other companies in which this system is not implemented.
- Investment in programs aimed at the development of employee competencies have a positively impact on business results and predict the future financial performance of a company.
- Employees achieve higher levels of efficiency in the performance of the job and a higher level of motivation and job satisfaction that contributes to the achievement of organizational objectives.

Difficulties of the study:

- Variety of different definitions from the concept of competence, since many authors define it differently, although these definitions can be complemented and have evolved.
- Few empirical studies regarding the management of human resources by competences related to business performance, although a great amount of qualitative studies has been found.

To conclude, it is necessary that more and more companies include a well-implemented human resource management by competencies since their role in business performance has been demonstrated.

REFERENCIAS

Astd & Saba Software (2000): Profiting From Learning: Do Firms' Investments in Education and Training pay off? *ASID: State of the Industry Report*.

Cruz, P. K., y Vega, G. M. (2001). La gestión por competencias: una nueva herramienta en la planificación estratégica del recurso humano. Antofagasta, Universidad de Antofagasta.

Dávalos, C. G., Aparicio, M. V., & Gorjup, M. T. (2013). Un análisis de la gestión por competencias en la empresa española De la teoría a la práctica. *Contaduría y administración*, 58(1), 251-288.

De León, E. A., Martínez, A. (2015). Las competencias como estrategia de gestión del Capital Humano: Un nuevo reto para la competitividad organizacional. *ISSN: 2448-5101*

Diez, J., & Abreu, J. L. (2009). Impacto de la capacitación interna en la productividad y estandarización de procesos productivos: un estudio de caso. *Revista Daena (International Journal of Good Conscience)*, 4(2).

Gallego, M. (2000). Gestión humana basada en competencias contribución efectiva al logro de los objetivos organizacionales. *Revista universidad EAFIT*, 119, 63-71.

Le Boterf, G. (2001). L'ingénierie des compétences. Ingeniería de las competencias. *Colección Formación y desarrollo*.

McClelland, D. C. (1973). Testing for competence rather than for" intelligence.". *American psychologist*, 28(1), 1.

Price Waterhouse Coopers (2002): *Global Human Capital Survey*.

Rubio, P., & García, J. (2014). Gestión de la formación por competencias en operarios de alimentación como ventaja competitiva de comedores industriales en empresas privadas. *CICAG*, 12(1), 207-230.

Spencer y Spencer (1993). Competencia en el trabajo, el modelo de evaluación superior. John Wiley & San, Inc, Nueva York, Estados Unidos.

Torres Ordóñez, J. L. (2011). Enfoques para la medición del impacto de la Gestión del Capital Humano en los resultados de negocio. *Revista científica Pensamiento y Gestión*, (18).