

**ORGANIZATIONAL
COMPETENCE –
A DEVELOPMENT FRAMEWORK**

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Abstract. *This paper presents a theoretical vision of the authors on the context in which individual competences operate and develop, as well as competence at the organizational level. The concept is based on the logic of economic and social life, on the study of bibliography and on previous researches made by the authors. The model is designed, in this case, on the example of an organization from the tourism industry.*

Keywords: organizational competence, processes system, roles and jobs, talent management, tourism company.

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1. Competence at the organizational level - a theoretical model

1.1. Organizational Competence

The quality of the organization's services and the efficiency with which they are achieved depend on the quality and degree of capitalization of the human resources owned by the organization. The workers' high level of training, discipline and labour in the organization do not implicitly lead to ensuring a certain quality level of performance. Workers' competence implies a certain baggage of knowledge, certain skills and a certain experience required by the quality and specific of performance.

However, capitalization of individual competence is done only by linking people's training with the technique and technology used, with the requirements of the result obtained, but also within a certain system of formal and informal relationships and a certain degree of involvement of workers in the organization.

Competence at the organization level is the result of the existence and functioning of a particular culture based on a specific management system including a specific organizational structure. Information, knowledge, technology, technique, manufacturing recipes, etc. do not lead to the same result in different cultures. Organizational culture implies the existence of a particular system in which individual competences correlate and complete each other and the key-competences, without which the activity of the organization has a different content and a different quality (see Dragomirescu, H., 2004). Competence at the organization level is the result of a complex process, which involves:

- attracting the human resources adequate to the organization activity from the labour market;
- its use according to the existing technical and technological requirements, as well as a discipline required by the specific services;
- the involvement and innovation according to the requirements of the created product's consumer.

Increase of the organizational competence level is primarily a matter of the organization management, who must ensure the quality of services required by the consumer. Secondly, the employees of the organization are required to improve their professional training and experience for a level of individual competence necessary for their career development and integration. Finally, the quality of services at a given time, and also the activity continuity, the development and adaptation to the business environment require correlating individual competences at group level, additional and replaceable training of personnel (Câmpeanu-Sonea & Sonea, 2006, pp. 72-73).

The concept of competence refers essentially to performance. Mansfield (1999) defines competence "as a fundamental characteristic of a person, which translates into superior performance or efficiency." Rankin (2002) describes competences as "skills and behaviours that organizations expect from employees when performing work" (reproduced according to Armstrong, 2006, p. 159).

1.2. Competence Types and Systems

Literature describes several types of competences: behavioural, technical and abilities.

- Behavioural competences define expectations regarding behaviour, namely, the type of behaviour required to produce results, taking into account principles like: teamwork, communication, leadership and decision making. Typically, behavioural competences, also called “soft skills” are part of a competence system. A competence is the result of a whole range of factors. These factors include personal qualities, motivation, experience and behavioural characteristics. Boyatzis defines competence as “the capacity within a person, leading to a behaviour, through which the person fulfils a job within the organizational environment parameters and which produces the desired results” (Armstrong, 2006, p. 160).
- Technical competences or “hard skills” define what people should know and be able to do (knowledge and skills) in order to successfully fulfil their roles. This type of competence is related to generic roles (groups of similar tasks) and to individual roles (“competences specific to a certain role”). The terms “technical competences” and “abilities” are closely interrelated, although the last has a particular and restricted meaning, which is used for vocational qualifications.
- The concept of ability implies the existence of certain qualities necessary to carry out activities and perform established objectives, at minimum standards, expressed so that they can be identified and assessed in order to obtain a certificate. There are procedures or methods to determine the degree of ability.

A competence system contains definitions of all behavioural competences used in an organization or in a part of an organization. The system provides the basis for using competences in areas such as recruitment, professional development of the employee and rewards. The titles of competences are names of qualities required of members of an organization in order to meet the needs of their business.

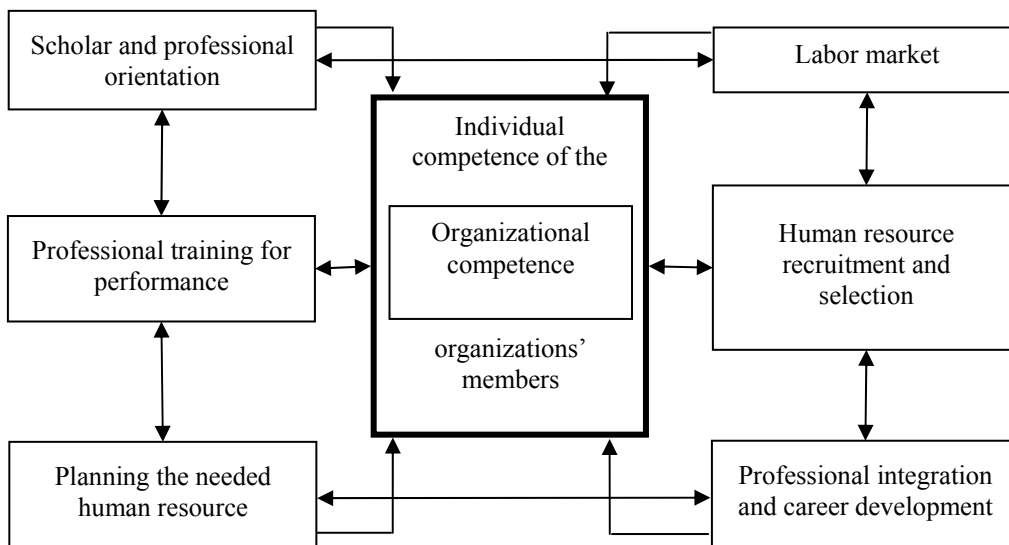
Based on an extensive sociological research conducted in 2003-2004, in a large group of companies, it was established that use of behavioural competences is almost ubiquitous, and in a somewhat lower proportion, use of technical competences. It was noted that, because technical competences refer to specific activities and tasks, they inevitably result in sets of competences for groups of roles, functions and related activities. The four mostly used competences were: performance management, training and development, recruitment and selection, and a somewhat smaller extent - rewards management (Armstrong, 2006, p. 161-163).

1.3. A model of correlated processes

Providing the human resource necessary for the organization is done through a number of processes which, in our opinion, include: human capital strategic planning, recruitment and selection, integration and professional development, career planning and development of staff. The objective behind the process is to ensure performance at the organizational level or organizational competence for maximum business efficiency, ongoing adaptation to the socio-economic environment, as well as the internal and external consolidation of the organization.

Competence at the organizational level, for the organization's competitiveness in the competitive economy, requires the creation of individual professional competences and their use for the most important advantages for the organization. However, this process necessarily implies schooling and professional orientation to achieve certain individual competences capable of performance and a proper correlation of personal interests with the needs of the organization (see Figure 1).

Thus, in our opinion, achieving a certain level of organizational competence, and switching to a higher level implies a certain way of correlating the processes shown in Figure 1, each of these processes having a significant contribution to creating and developing individual competences, as well as achieving a certain result at the organizational level.



Source: Câmpeanu-Sonea, & Osoian, 2004, p. II.

Figure 1. A developmental model of organizational competence

1. Schooling and professional orientation is essential to ensure the individual competence of employees of an organization and attain performance. Competence is the result of professional training and experience acquired by workers, but it is better

to rely on the natural characteristics of the young man who is preparing to conduct a specific activity (Câmpeanu-Sonea, & Osoian, 2004, pp. 2-24). Even if lack of natural characteristics can be largely compensated by education, training, exercise, willingness, diligence, conscientiousness, in a competitive economy, a high level of performance is reached if workers acquired an initial training following a proper school and professional direction.

Natural characteristics are important for:

- practicing the profession acquired with less effort and better qualitative results;
- the better market orientation (“flair” in business is based on experience, but also a natural sense in this area);
- the ability to take risks and to find ways to protect against it;
- the ability to identify ways of achieving efficiency and sustainability of the organization;
- creativity and innovation capacity.

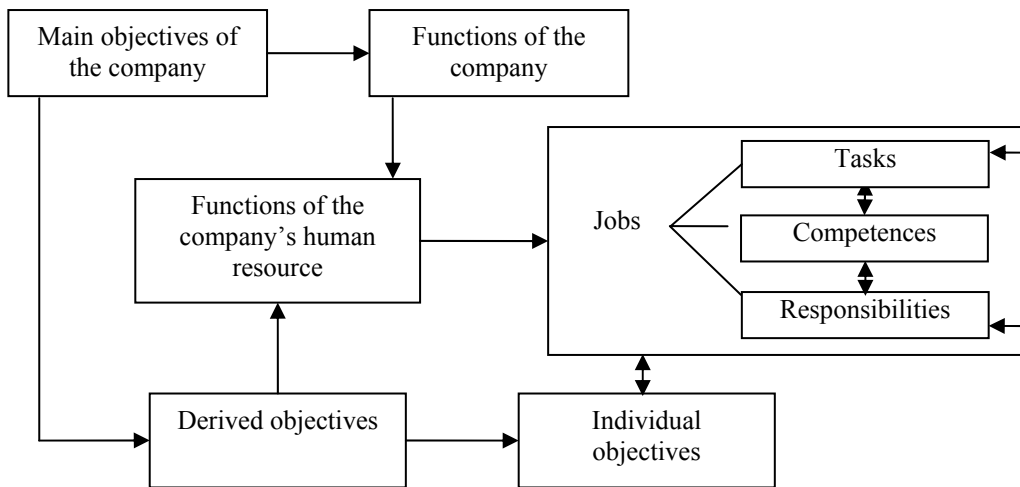
According to some works, the difference between creativity and innovation is that, although both involve the emergence of new ideas, only innovation has an applicative role, involving making changes (Nicolescu & Verboncu, 1995, pp. 314-315).

2. Detection of specific natural characteristics and appropriate orientation of young people is the role of the educational and vocational orientation system. On the other hand, initial preparation for the acquisition of a profession is only the first step in providing useful competence in a social activity. Schooling and professional orientation should provide guidance for young people in accordance with their natural abilities, but also with the society’s needs for labour force, thus in correlation with the labour market demand. The organization identifies and attracts from the market the labour force useful for its activities, transforming it into one of the resources it uses. On the other hand, the organization’s possibilities to select the labour force needed are limited by the content and structure of tenders on the labour market.

3. Knowledge management. Another step in acquiring the competence useful for a concrete process of performance is continual training, throughout a person's working life. Continual training leads to improvement, specialization, multiple qualification or even requalification of people, according to the needs of flexibility and development in the activity of an organization (Câmpeanu - Sonea & Osoian, 2004, p. 25-47). Knowledge management refers to the storage and dissemination of knowledge, ideas and experience acquired in an organization regarding processes, techniques and operations. Knowledge is a key-resource. Knowledge management is based on both people and the way they acquire, exchange and disseminate information and on information technology.

4. Roles and jobs. Planning of necessary human resource involves calculating the need of workers for the organizations core business, and preparing the profile of roles or job descriptions for all functions required for performing complex tasks of monitoring, mentoring, management, administration, coordination, control, evaluation etc.

Each job must be within the organizational structure of the organization, which involves establishing a certain type of flowchart. These processes aim at forecasting, structural, and relational aspects of creating competence at the organizational level. Also, job design and redesign activities mean the objectification of aspects of competence necessary for the activities, but they also imply permanent monitoring and updating. A job is the simplest organizational subdivision of the organization as a set of tasks, responsibilities and competences assigned to an employee in order to fulfil certain objectives (see Figure 2).



Source: Câmpeanu-Sonea, & Osoian, 2004, p. 116.

Figure 2. Objective – function – positions relationship within the company

Job objectives, individual objectives which the occupant of that job must achieve, are derived from the objectives of the departments, etc. and respectively, the general objectives of the organization.

Literature associates jobs with the functions performed in the organization. Thus, job is considered to be the adaptation of a function to the specifics of each work place and to the characteristics of the person fulfilling that job, because the function is the generalization factor of similar jobs and considers the same main features referring to objectives, tasks, authority and responsibility (Manolescu, 2001, p. 159). In the vision of the same author, authority, i.e. the limits within which the occupant of a job can act, must be understood in two ways:

- as formal authority, that is power formalized through legislation, rules, procedures, methodological directives, management decisions etc.;
- as professional authority or competence, expressed by the level of training and experience of a person, by which they become capable of a specific personal contribution to achieving the company objectives.

The idea of authority-responsibility correlation is emphasized by other authors, with solid arguments for the smooth running of an organization activity (see, for example, Mihaș, 2003). In our opinion, the same double sense can be given to the concept of competence: formal or official competence and professional competence.

Formal or official competence is determined by the hierarchical level, the rules given by the legislation, the Internal Regulations, the status of manager or owner of the organization. This way of understanding authority, may also involve informal relations, based on reasons of morality, ethics, education, culture, aesthetics, fashion etc.

Professional competence, which we talked about in the paragraphs above, always offers a certain kind of authority. We considered that the term authority, used in both senses reinforces the hierarchical and relational aspects, while competence points especially to professional, ethical and educational aspects.

Responsibility is the obligation that each occupant of a job has for achieving tasks and fulfilling objectives, but also the responsibility for the way they exercise authority (competence), for the consequences of the activity carried out. Responsibility underlies a certain level and type of rewards and sanctions.

Role analysis is the process determining what is expected of people during the course of their activity, as well as the competences and skills they need to meet these expectations. The terms “role analysis” and “role profile” quickly replace the terms “job analysis” and “job description”. However, role analysis basically uses the same techniques as job analysis and many of the role profile characteristics are found in traditional job descriptions. Also, job analysis is still used to provide data for evaluating a job. Job analysis defines duties and responsibilities to materialize the job description. But there is a clear tendency to refer to roles, roles’ analysis and roles’ profiles more than with jobs, job analysis and job descriptions. The latter tend to be prescriptive, restricting the degree of flexibility and do not focus on results or competences required for their achievement. Roles’ profiles are preferred because they focus on performance, results, necessary knowledge and skills; therefore they correlate to a greater extent, with the present and future requirements, relating to competences (Armstrong, 2006, p. 188).

1. Talent management means using an integrated set of activities so that the organization may ensure attracting, retaining and developing the talented people that it needs now and in the future. The aim is the guarantee of a steady stream of talent, given that the talent of gifted employees is an asset and a resource for any company. Talent management is not only a concern for the key-competences or for people with a special endowment and performance (the so-called “High Flyers”). In an organization everyone is talented, even if some are more talented than others. The talent management processes should not be limited to the few favourites. The organization must consider all people proven to be useful, and the “uncelebrated heroes of corporate performance” are the capable and stable (Armstrong, 2006, p.390).

Talent management begins with the business strategy and how that is reflected at the level of talent required of human resources. Its goal is to develop and maintain a

“nursery” of talent which would require employees professional qualities, active involvement, loyalty. Talent management also means preoccupation for the roles that people fulfil, for continuous improvement and commitment to their roles, for role flexibility, so that employees have the opportunity to use their talents more effectively.

Performance management, in close correlation with talent management, refers to processes designed to build relationships between people, to identify talent and potential, to plan learning and development and to make the most of the talent that the organization possesses. Done properly, performance management is a means of increasing the people’s commitment and motivation level by providing a positive feedback and recognition.

Talent management also means creating a reputation for the organization, which would turn it into a “desirable employer”, offering a “wonderful job” (Armstrong, 2006, p. 394-399). Actually, a correlation is made between the process of recruitment and selection of labour force, integration in the organization, organization performance processes and employees carrier development, with motivating effects for people and beneficial results for the organization.

2. Recruitment process aims to identify and attract individuals who are interested in taking a job in an enterprise that has available jobs. Attracted candidates are selected in order to detect those who best meet the staff needs of the company. The recruitment and selection process is correlated with employment forecasts, with the analysis and updating of jobs and roles, with the staff training process, with evaluation and motivation, with career planning and development.

The organization management should ensure a strict control over the recruitment, selection and employment of labour force process. Hiring each person in the organization means a resource to create goods and to offer services; it means the possibility to exploit traits, qualities, training and experience materialized in the worker's personality. But in the same time, each person means costs for the enterprise: direct costs (rewards) and costs brought about by the specific of the activity performed (equipment, installations, training, etc.).

At the basis of the recruitment process there should be the general objectives of the organization depending on which specific objectives are established, for each period of time, for the personnel activity. These organization objectives should be correlated with the interests and aspirations of the candidate, in order finally hire the person in the enterprise, with satisfactory results for both parties.

The criteria for selection of candidates drawn to the recruitment process must be based on:

- general criteria and cultural values of the organization;
- criteria specific to the department where the job is;
- features required by the job (specifications included in the job description);
- prospects for future organization development.

3. The objectives of vocational integration are the following:
- effectiveness of the new employees and the group they belong to; achieving the highest possible level of labour productivity;
 - creating appropriate formal and informal relationships;
 - creating a positive attitude towards the group and the organization, with the new employee;
 - ensuring labour discipline, order in the organization, loyalty of the new employee towards the organization and business stability and development in the organization and every job.

Promotion, in professional activity, is one of the most important motivating factors for carrying out a process of effective service. Professional success is included in the contents of most theories of motivation, as a basic incentive, with implications for material and also moral incentives: promotion means recognition of the worker's qualities and performance, but it also means a higher salary and, sometimes, other benefits (better conditions for work, communication, travel, housing, etc.).

Career management is the process of designing and implementing goals, strategies and plans to enable the organization to meet the needs of human resources and individuals to fulfil the purposes of their professional formation. Career management involves planning and modelling the development of individuals within an organization, consistent with the evaluation of the organization's needs, and with the individual performances, potential and personal preferences of its members.

Even if the impact on the organization's activity is different, personnel motivation influences all processes involved in the model presented. Professional development, integration into the organization and career development are among the most susceptible to this influence. Based on our previous experience, and studied literature, we started from the assumption that in Figure 1 we have not only an abstract model, but a system of correlated processes, existing in the case of Romanian successful companies in the current period. We conducted an analysis of a company in the tourism industry, a company with outstanding results in business, in order to exemplify our model in this case.

2. The model of organizational competence development in the case of a Romanian tourism organization

2.1. Objectives, methodology and research description

The top management of the researched company asked us not to make public the actual name of the company; therefore, during the analysis we used a fictitious name: "Anna". We considered it appropriate because, this way we can formulate our views and conclusions more openly. The first contact we had with the company's activity was as consumers of their services, a situation in which we had the opportunity to form an opinion, after discussions with a number of 10 employees from

all levels of the organization chart. Extensive discussions subsequently served us as preliminary research.

We aimed to illustrate the development model of organizational competence and the way to correlate the processes carried out in an organization and we found that the study of this case may be an appropriate example. Starting from this assumption, we organized a set of semi-structured interviews with people in the top management of the company: the general manager, the human resources manager, the 5-star hotel manager and his two assistants.

The questions were based on questionnaires that have already been verified as useful in the studies we conducted before: a questionnaire from the recognised literature (Camaron & Quinn, 2006), a questionnaire prepared by us and used in other cases (Câmpeanu-Sonea, Sonea, Szabo & Supuran, 2009; Câmpeanu-Sonea, Borza, Sonea & Mitra, 2008). Most questions asked in the questionnaires request for assessment within a scale of 1-6, and the responses were, in many cases, located in the second part of the scale (4 to 6).

In addition to the questions in the questionnaire, we used in-depth individual interviews, since the respondents know details related to the business operation and how internal processes are conducted. Also, we used documents that the owner and the manager of the company made available for us, in order to characterize the components of the model which we intend to build on this example.

2.2. Company description used as example

“Anna” Touristic Complex, which we studied, includes two hotels. The first (4 stars), according to the advertisements, “smiles at the modern world ... with its glass facade and green spaces that surround it.” The hotel has 56 beds, divided in 3 and 4 star rooms (single, double or with a king-size bed), equipped with adjustable air conditioning, Internet, cable TV, colour TV, direct international telephone, minibar, hair drier, separate bathroom, terrace. The hotel offers a tennis court and a mini-football field, an indoor leisure area with sauna, jacuzzi and massage in a greenhouse full of plants. The hall, with a capacity of 120 seats, is equipped with: projection screen, sound system, overhead projector, video-projector, magnetic board, colour TV, Internet.

The restaurant has a capacity of 300 seats, it is one of the largest in area, it is dedicated to organizing a wide range of events: weddings, banquets, proms, cocktail parties, christenings and any other festive meals. Menus are prepared, according to the company management's intentions, “combining traditional dishes with international delicacies and the refinement and unusual presentation delights the most demanding tastes.”

The second hotel (five stars) is part of a broader project only partially achieved so far. The implementation of this vision began by bringing to life a “master plan” spread over 20 hectares, that includes:

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- a 5-star hotel with an original capacity of 32 rooms (suites, double rooms and single rooms), which will be extended in the second stage to 58 rooms;
- a restaurant with a capacity of 140 seats particularly for the hotel guests;
- a restaurant with a capacity of 400 seats for all sort of ceremonies, situated on the border of a natural lake;
- a European Conference Centre, composed of 3 auditoriums, the largest of them having 400 seats;
- fish restaurant positioned right on the border of another lake;
- a SPA zone, with a surface of 1500 square meters (pools, saunas, beauty salon, rooms for relaxation, therapy, massage, fitness etc.);
- an outdoor pool surrounded by a terrace and a Japanese garden;
- a rich library, parking facilities for 120 cars and closed garages.
- a chapel, two mini-football fields with artificial turf in standard dimensions;
- an Olympic Tennis Club consisting of six fields;
- a large football field that meets the FIFA standards;
- a lake with fish, a hunter cabin, a 400 m long sliding cord for those who enjoy adrenaline, riding centre for those who are interested in horse riding through the forest, a jogging track, a 10 hectare park for walking and relaxation in an impressive wild scenery.

2.3. Correlating processes in the case of the investigated company

We tried to characterize the level of individual competence through how the professional development process is carried out, and through the results obtained in the relationship with the consumers of the company's services. We considered that the very good overall results of the company express a high level of competence of employees as a group and in the organizational framework. Thus, the interviewed managers believed that (on a scale from 1-6)

- the profit of the organization is greater than in the previous year - level 5;
- productivity per employee is higher than last year - level 4;
- time spent seeking new markets for the company products increased compared to the previous year - level 6;
- the organization responds to market changes and to customer requirements faster than in the previous year - level 6;
- market share increased compared to the previous year - level 5;
- costs related to fulfilling a contract have been drastically reduced compared to the previous year - level 6;
- satisfaction of customers and business partners is higher than last year – level 5;
- the number of new products and services is increasing – level 6.

There is a special concern for the diversification of services for customers and, in this regard, there are numerous ongoing and unfinished projects or projects planned for the following period. These results are mostly based, in the opinion of the managers interviewed, on the workers' effort and their individual competence, since compared to the previous year:

- expenditure allocated for technical and technological development grew moderately - level 4;
- the number of staff who improved professionally increased moderately - level 3;
- and the share of trained employees compared to the total staff has had a growth assessed as modest - level 2.

The company does not have a database yet containing the employees' competences and no standardized evaluation system for a rigorous assessment of how development is done at an individual level and respectively at an organizational level in this field. Also, there is little responsiveness from the management regarding the employees' suggestions, referring to the assessment methods they desire.

However, if we accept the fact that the role of human resources is essential for business success, then we must emphasize that we deal with an example of organization with very good financial results and a very promising market dynamics.

Regarding the creativity of employees and how the organization's management stimulates innovation, the interviewed managers considered that, at this moment, there are some limitations. Employees do not have the freedom to decide independently on how to perform their work tasks and there is no autonomy in the use of financial resources.

But it is up to them to decide the order in which they want to achieve tasks and the appropriate time intervals, as well as the choice of utensils and equipment (of the ones made available by the organization), with which people feel that they can work more efficiently and with less effort. The organization's management believes that this kind of "autonomy" of employees had beneficial results in terms of services quality and resulted in an "unexpected" increase in of labour productivity.

2.3.1. Schooling and professional orientation

Since we are talking about an organization in the field of tourism, schooling and professional orientation do not bring up any particular problems. Also, initial training of labour force does not imply a technical level or specific area of qualification. Moreover, in tourism one can use workers prepared for other fields or labour force released from other industries: food industry, commerce, transportation etc.

However, certain natural traits of workers are very important, such as the capacity to communicate and relate to other people, for front-office workers, aesthetic sense for those dealing with the arrangement of rooms, customer relaxation areas, dining halls, food plates, etc. Special qualities of leadership are necessary for those in

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management positions, ability to take risks and a great sense of preventing and reducing their adverse effects.

If we judge by the appearance of spaces for hotel guests and the results obtained by the company so far, employees and managers have, in a great measure, the qualities needed in the business they carry out.

2.3.2. Professional development for performance

As a matter of fact, it is quite difficult to separate the effect of acquired training and experience from the talent of people already working for a certain period of time. We tried to capture the organization's ability to improve its own employees, but even more importantly, the improvement of the communication process and the "orientation towards learning" of the whole organization.

According to the answers of the interviewed managers, assessments on the same scale (1-6):

- the organization regularly uses two-way communication, such as the analysis of innovative suggestions or use of newsletters - level 3;
- the organization enables employees to obtain all the information they need, anytime, quickly and easily - level 4;
- the organization management has a record of the time and resources used for the employees' training - level 3;
- the organization recognizes the value of people with initiative - level 5;
- the management of the organization agree that employees participate in trainings and events that make possible professional development - level 3;
- the management of the organization shares information with employees about the company's current market position, market trends and directions that the organization follows - level 2;
- in our organization managers are a kind of mentors for the employees - level 3;
- the management of the organization is permanently preoccupied with finding new leaning opportunities - level 3.

The professional training process takes into account the provider's relationship with the client and improvement of the organization's image and increase of the client's degree of satisfaction represents the main objective and criterion by which the quality of the services is assessed.

2.3.3. Planning of necessary labour resource

The strategy of the organization stands at the basis of preparing plans and programs for short periods (semesters, quarters, months, etc.). Once a year, the senior management (i.e. the General Manager and the two hotel managers) prepares the strategy for the following year, in matters of administration, budget, menu, events and

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new recruitments. The existing situation is analysed and they determine the need of staff for one year. The plan is broken down for the two hotels as component parts of the organization.

The strategy for investment, modernization, and development matters is determined every 2-3 years. Annual plans are correlated and integrated the medium and long term vision. Strategy is based on studies regarding customer satisfaction, made during the year.

2.3.4. Labour market

“Anna” touristic complex has a special relationship with the labour market, since most employees come from the same religious community. However it is not about discrimination, because recruitment of people from other religions is not restricted. But, as in other cases we studied, the religious factor has a strong influence, in the sense of increasing the community cohesion, respect for the organization's values, a sense of freely consented discipline, and a specific way of solving conflicts, as in family (see for example Câmpeanu-Sonea & Sonea, 2006b).

On the other hand, the management avoids hiring relatives or friends of people already employed and the selection and promotion criteria are strictly observed for everyone and there is a special care for objectivity.

Fluctuation of labour force is at a moderate level, for personnel working in the cleaning department and for waiters, where there are cases of indiscipline and lack of obedience. From among the management staff no one has left in the last four years, neither from the reception office or any other jobs of high importance to the organization.

2.3.5. Recruitment and labour force selection

After the recruitment and selection process the personnel qualification always corresponds to the requirements of jobs for which they were employed, because this is the only basis for hiring. For each job clear specifications are made for a solid base upon hiring. Special emphasis is placed on these issues, in the case of the 5 star hotel, where performances are expected to be impeccable. In many cases, one prefers to hire people with higher level of qualification than the job requirements to make sure that they will be able to meet all customer demands.

2.3.6. Professional integration and career development

According to the answers given by the interviewed managers (on a scale from 1-6):

- the organization has a unitary view of the business operation and development, integrating all objectives of people from different hierarchical levels - level 6;

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- the organization is open to anyone who wants to help develop its vision. The statement is considered to be true at level 4;
- the organization promotes people who take calculated risks - level 4;
- the organization promotes a balance between work (professional life) and family (private life). The statement is assessed at level 5;
- the company management encourages people to seek solutions everywhere in the organization, when confronted with problems - level 6;
- the company management acts in accordance with the values on which the organization is built. Statement assessed at level 5;
- everyone in the organization is concerned with “distribution” of the organization vision - level 3.

Employees know the criteria for promotion, because there is a grid where each job description is listed and the requirements someone has to fulfil in order to get the job. An employee needs maximum one year to advance from one hierarchical level to the next. Promotion cannot be done for two or more hierarchical levels at once, only gradually. Each employee must undergo all levels, one by one. The organization management was confronted with the opinion that such a promotion on the hierarchical ladder would not be motivating, but in time it was proved that the system is beneficial for the quality of performance. Employees are better prepared and have a richer experience after going through each step on the hierarchical ladder.

2.3.7. Motivation and assessment of professional performance

As in the theoretical case, in the analysed case we thought of the role that people’s motivation has and the basis for professional performance. The organization management believes that the level of professional training is adequate to consumer requirements and works performed, and the most important motivating factors are: awards for outstanding achievements, possibility of professional success and good working conditions created by the organization for its employees. Professional training is provided by a specialized trainer, from a specialized firm, who has been providing this kind of services for “Anna” touristic complex for 6 years. The trainer organizes annual training courses for one category of employees. For those who have been employees of “Anna” complex for more than three years, fees for courses are borne by the organization. The organization management considers that the method is functional and successful. Courses are organized more often when making preparations for a new service, new activities etc. (for example, when they were preparing for the opening of the five-star hotel). In such a situation, in addition to hiring new staff, transfers of experienced personnel are made for the new activities or services which require a higher quality level (e.g. from the 4 to the 5 star hotel). It was found that these transfers also have a motivating effect on older employees, since they consider it a kind of promotion, and for the newcomers to the organization it

represents a method of integration and accommodation with the culture of the organization.

The organization permanently informs itself of the degree of satisfaction of the clients, this being the most important criterion for assessing the competence of workers and calls for the trainer's help whenever complaints arise. Also, a way of assessing the level of employee performance is the supervision of the trainer himself made upon checking the course of banquets, weddings, etc. On these occasions one established the weak performances that need o be remedied by the trainer.

3. Discussions and Conclusions

The key element for the organization development is the role of people in the organization. Fulfilment of tasks and taking responsibilities are determined by individual competences and the way they correlate, complement and stimulate each other, leading to the creation of a certain organizational competence.

The competences within an organization form a system, just as the people who compose the organization are elements of integrated units. Within the system, competences are distinguished by specific aspects related to the scope of the people in the organization (behavioural, technical competences, or abilities) and by the function or hierarchical level in which they act (decisive or formal competence and professional competence).

The model in Figure 1, requires a change, which we consider useful, both on logical grounds and according to the case we took as an example. A process that was not emphasised enough is motivation and professional performance evaluation. This process has its place in the model, as shown in Figure 3, that is integrated into the system, but having direct and the closest connections with professional training, integration of people in the organization, and their career development.

Organizational competence – a development framework

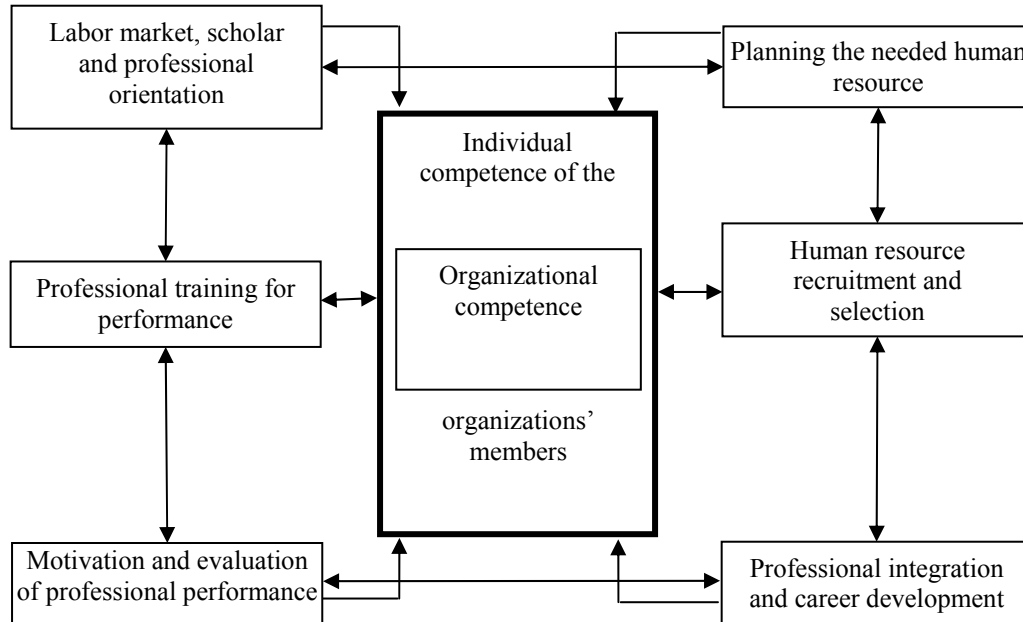


Figure 3. Creating organizational competence - a model developed based on the case study

Acquisition and development of competence, at individual and organizational level is achieved through a complex of correlated processes, involving the integration of activities from the field of schooling and professional orientation, activities of training, perfection and professional specialization, planning the need of staff, recruitment and selection of labour force, integration and career development. An important role is that of the contents and way of functioning of labour market. From previous studies, but also based on case analysed here, it results that the elements constituting the model can be identified and correlated, the final result being the competence of the organization's human resources, which ensures a high level of efficiency of the organization.

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