

ORIGINAL ARTICLE

Competency-based management and its relationship with organizational climate in a public administration entity, Lima 2022, Peru

RESUMEN

During the period 2022, the absence of a competency-based human potential training plan to improve the organizational climate has been perceived, signs that indicate a deficiency in the implementation of competency-based management. Therefore, the general objective was to determine the relationship between competency-based management and organizational climate in a public administration entity, Lima 2022. The research approach is quantitative and applied, descriptive and correlational, with a non-experimental and cross-sectional design. With a sample of 365 workers, a sample of 187 workers was considered. For data collection, a 50-question questionnaire was used as an instrument, with ordinal responses and Likert scale. For the reliability of the instruments, the Cronbach's Alpha method was applied, the results of which are: management by competencies ($\alpha = 0.730$) and organizational climate ($\alpha = 0.763$). The hypothesis entitled, management by competencies is significantly related to the organizational climate of a public entity, Lima 2022, presented a very low and direct correlation between, management by competencies, and organizational climate (Spearman's Rho correlation coefficient 0.157), and the alternative hypothesis was accepted (two-tailed sig. $0.032 < 0.05$). The degree of influence of the coefficient of determination was (R^2 2.46%). It is concluded that the implementation of competency-based management based on human behavior contributes to the improvement of the organizational climate of the institution.

Keywords: competency-based management; organizational climate; human potential.

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Submitted: 07/17/2024 - Accepted: 10/22/2024 - Published: 12/30/2024

INTRODUCTION

The reflection of competency-based management and its respective relationship with the organizational climate is a topic that requires a thorough analysis from different perspectives.

A good organizational climate is a determining factor in transforming an entity into a unit and achieving the common goal. This contributes to the achievement of satisfied, committed employees, with a predisposition to perform optimal work, improve interpersonal relationships and avoid work desertion. Thus, Palacios Molina (2019) argues that this constitutes an internal management tool with its own characteristics and is related to the degree of motivation and satisfaction of its members. In this sense, a good work environment improves the behavior and attitudes of workers and also promotes high levels of motivation and satisfaction, since it affects the factors that are determinant in the behavior of members of the organization and has an impact on the quality of work.

On the other hand, Cardona Arbelaez *et al.* (2018) point out that the quality of work life and organizational structure contribute to the performance of work activities. Therefore, it is necessary to implement the necessary mechanisms such as policies, plans and approaches based on human talent management. This contributes to the establishment and development of foundations to improve interpersonal relations and involve employees in the positive management of human talent, thus avoiding resignations, labor disputes and dissatisfaction, signs that reflect the deterioration of the organizational climate.

For his part, Pastrana Falcón (2017) recommends the creation of mechanisms that collaborate in the identification and analysis of work problems, as well as the level of communication, in order to strengthen interpersonal relations and the retention of human talent. The result of good interpersonal relationships will bring a sense of identification and recognition of work performance, so that workers feel valued and respected for their work, which will have a positive impact on the different areas of the organization.

Pereira Santana and Mejías (2019) promote the importance of organizational values, forms of communication and cover the emotional and economic needs of workers that integrate the organizational structure. These reduce possible conflicts generated in the organization and improve the image of the institution.

Pupo Guisado (2018) proposes the implementation of an instrument with a strategic and systemic approach in the management of the organizational climate based on organizational values, a continuous process that requires the participation and active communication of the worker, facilitating decision-making, motivation and commitment. This approach includes actions that allow us to identify the variables of the organizational structure and break the gaps in social relations. For this reason, it is necessary to work in a certain period of time to achieve the desired climate.

According to Macías García and Vanga Arvelo (2021) expand the intent of the work environment; through organizational competencies that affect the aptitudes and attitudes of workers, such as, the development of their skills and shared vision, to identify the key competencies that face the changes and weaknesses of the organization. Therefore, the organization must consider the development of organizational competencies as a necessity and adopt a transformation process guided by talents, attitudes, aptitudes and active participation.

For his part, Collas Ore (2019) points out that this model includes organizational factors that affect the level of individual excitement and improve interpersonal relationships where employees feel valued and committed. For this, it is necessary to implement organizational development strategies, to know the purpose of the organization and its needs, as well as to listen to workers in order to create a healthy work culture.

Thus, Ruiz Gómez (2021) points out that workers should be considered as people and not as employees, also their cognitive and technical competencies should be developed and evaluated in the attitudinal competencies. These are skills that are developed through socio-labor relations, which are necessary to carry out a

successful activity, as well as problem solving; having organizational skills that make the worker a proactive being with leadership.

Pariona Luque *et al.* (2021) defines organizational climate as a process of interaction of social variables produced and perceived by the individual that guides his or her behavior and satisfaction at work. In short, it is defined as a shared perception that depends on activities and interactions of social variables that facilitate the simplification of organizational processes; and promotes a collaborative and integrated work environment.

Santamaría Robles (2020) points out the importance of developing a strategically oriented organizational architecture, where internal communication channels facilitate the structured and participative execution of work activities, which is very useful for decision making and achieving objectives. This contributes to the organizational value based on the integration and satisfaction of the workers, which can be deduced in the improvement of the working environment.

Abril Flores and Tapia Barros (2020) point out the connection that the worker must have with his work center, generating a sense of belonging where the worker feels valued, which increases his commitment and active participation in the execution of activities, contributing to the improvement of the work environment. Likewise, the management style, the teamwork and the synergy of skills strengthen the connection between the workers; the feeling of belonging to the organization will help the workers to feel inspired and committed to achieving the common goal.

Tamayo Mora (2020) points out that efficient internal communication among all members of an organization reduces labor conflicts generated by poor interpersonal relationships. Therefore, it is important to work on the importance of internal communication flows to promote healthy communication in order to achieve workers with a common interest. On the other hand, according to Bárcenas Enríquez *et al.* (2021) consider that the characteristics and qualities of a work environment are perceived and experienced by workers and influence their behavior. In this sense, the

worker's perception and experience of multiple stimuli influences his behavior, generating reactions and feelings that allow him to act and define the work atmosphere. Achieving employee alignment with the organization's vision and goals is a difficult task, but it is possible through the development of skills and abilities that allow the creation and implementation of strategies for an appropriate organizational climate.

In this regard, Fonseca Mendoza *et al.* (2020) propose a competency-based management model that is oriented to manage, develop and evaluate human talent to generate value in the recruitment and training of personnel; and allows as a tool to develop skills and abilities of workers to improve the organizational climate, so that good human relations, satisfaction and reduction of job burnout are achieved. In turn, Salas Vallina *et al.* (2018) promotes process management based on competencies, a factor that affects the professional motivation that drives the worker by his own will to achieve the public purpose, likewise, it reduces the high rate of staff turnover and promotes the retention of suitable and qualified personnel. This management requires the active participation of the employee in order to achieve organizational transformation.

Sánchez Castellano *et al.* (2018) consider the important role played by the organization in attracting and managing personnel under the competency approach, generating sustainable competitive advantages. The implementation of this approach makes it possible to identify and establish profiles to attract suitable and qualified personnel for jobs and ensure the quality of work, based on processes, products and measurable results.

Quintana Pérez (2019) points out that there is little knowledge about the importance of training human talent with a competency-based management approach to perform a job function, which leads to institutions not managing human capital correctly. In turn, Sánchez García and Suárez Ortega (2017) point out the advantages of its implementation, since it allows predicting the future behavior of the worker, facilitating performance evaluation and focusing efforts on achieving results. On

the other hand, Charry Condor (2018) states that many of the workers perform work only for financial satisfaction and do not actively participate in the different processes of the organization, which creates an individualistic environment.

Thus, Sereza de Hanco Gomez *et al.* (2021) argue that competency-based management requires training; a process that must be guided, structured and monitored for optimal results. Likewise, Díaz and Márquez (2005) indicate that, if an organization implements this management, it allows it to ensure that each job position is occupied by suitable personnel and that its purpose is fulfilled. In this sense, Rey de Castro Hidalgo *et al.* (2020) refer that this allows to manage, optimize the processes of development and management of human talent, starting from the organizational culture to the prospective vision of the entity, aligned to the organizational processes. Therefore, the importance of competency-based management arises, in order to face the demands of the environment and make the organization more sustainable.

In this regard, the institutions that are part of the public administration have difficulties in finding the ideal personnel for the job performance, caused by the non-implementation of competency management in the recruitment and professional development processes; based on the above, competency management is a guiding tool to evaluate, identify and develop competencies, but its importance is based on criteria that lead to the management of people based on skills.

The problem arises when an optimal organizational climate is not achieved; therefore, a negative atmosphere is perceived in the institution, unmotivated workers and the interest of other workers to migrate to other institutions; for this reason, the need arises to implement the competency-based management approach as a relevant alternative to improve the work environment.

Thus, according to Anastacio Vallejos *et al.* (2020), public institutions are different from private institutions because their objectives are related to the citizens. Therefore, it is necessary that public entities understand the

need to implement competency-based management, since it allows understanding human behavior, organizational structure and processes, in order to generate the effectiveness of the public function with the citizen and the improvement of the work environment.

The objective of this article is to show the correlation between competency-based management and organizational climate, research that has a greater impact on public entities, since they do not implement tools to improve the skills and attitudes of human talent to strengthen the organizational environment. Although there is an organizational climate already defined in the institutions, however, it is important the implementation of the mentioned tool to strengthen the human resources systems and subsystems of the state apparatus and introduce them based on the needs of the organization, which allows guiding changes in the behavior of both the worker and the organizational structure, which is evident in interpersonal relations, internal communications, conflict management and indicative changes to intervene as a collaborator, generating an optimal work environment, strengthened in emotional health and effective interpersonal relations.

METHODS

Hernández Sampieri *et al.* (2014) state that the quantitative approach uses the collection and analysis of information to test hypotheses based on numerical and statistical measurements, and to test theories. The present article is of quantitative approach and applied type.

Due to the level or scope of the research, it is descriptive and correlational. Therefore, it measures and evaluates the relationship between competency-based management and organizational climate in statistical terms. The design is non-experimental, because the independent variable was not manipulated (Hernández & Mendoza, 2018). It is cross-sectional, since the information was collected to describe the variables and study their interrelationship at a specific time, that is, like taking a picture of something that happened (Hernández & Mendoza, 2018).

The population consisted of 365 workers and with a sample of 187, where the statistical

formula for finite populations was applied. In this regard, it is argued that the sample is the specific subset of the population. This implies that the results found in the sample are valid for the population.

Management by competencies consists of selection of human potential by competencies, training of human potential by competencies and evaluation of human potential by competencies. On the other hand, the organizational climate is composed of interpersonal relationships, employee perceptions and job satisfaction. Both variables were selected according to the theoretical framework and the study of the sample.

The data collection technique was the survey, and the instruments used were two 50-question questionnaires. The validation of the content of the data collection instruments was carried out through the judgment of three experts.

RESULTS

The research yielded the following results: Table 1 shows the reliability of the instrument, competency management, and the instrument, organizational climate, variables used for the research through Cronbach's alpha with a result of 0.730 for the competency management questionnaire and 0.763 for the organizational climate questionnaire. It was then concluded

that the reliability of both instruments was high.

Table 2 shows the Kolmogorov-Smirnov normality test to determine the method to use for correlation. The Kolmogorov-Smirnov test gives a significance level of 0.05 maximum margin of error. Decision rule: if $p < 0.05$, the data are non-parametric or non-normal, and if $p \geq 0.05$, the data are parametric or normal. According to the decision rule and the results obtained, it can be determined that the significance value of 0.000 is less than 0.05; the data distribution is non-normal, therefore it is appropriate to validate with Spearman's Rho coefficient, which is used for non-parametric or non-normal cases. The IBM SPSS 25.0 software was used for the statistical analysis of the research, which allows us to obtain the relationships between the dependent and independent variables.

Table 3 shows the Spearman's Rho correlation for the hypothesis that management by competencies is significantly related to the organizational climate of a public entity, Lima 2022. The correlation coefficient is 0.157, a low level of positive correlation. The sig. level (two-tailed) is .032 less than 0.05, which means that according to the decision rule (sig. < 0.05). In fact, the null hypothesis is rejected. Ho: Competency-based management is not significantly related to the organizational climate of a public

Table 1

Cronbach's Alpha on Competency-Based Management and Organizational Climate Scores

Variable	Reliability Statistics	
	Cronbach's Alpha	No. of elements
Competency-based management	0.730	25
Organizational climate	0.763	25

Note. Prepared by the author, 2024.

Table 2

Normality Test

Variable	Kolmogórov - Smirnov		
	Statistic	Gl	Sig.
Competency-based management	0.308	187	0.000
Organizational climate	0.287	187	0.000

Note. Prepared by the author, 2024.

administration entity, Lima 2022”; accepting as true the alternative hypothesis: “H1: Competency-based management is significantly related to the organizational climate of a public administration entity, Lima 2022”.

Table 4 shows the Spearman’s Rho correlation for the selection of human potential by competencies, where the correlation coefficient is 0.009, a low-level positive correlation. The level of sig.(two-tailed) is .049 is less than 0.05, which means that, according to the decision rule (sig. <0.05) the null hypothesis is rejected, and the alternative hypothesis is accepted, concluding that there is a significant relationship between the selection of human potential by competencies and the organizational climate.

On the other hand, Spearman’s Rho correlation can be appreciated for the formation of human potential by competencies, where the

correlation coefficient is 0.161, a low-level positive correlation. The level of sig.(two-tailed) is 0.027, which is less than 0.05, which means that according to the decision rule (sig. <0.05) the alternative hypothesis is accepted and the null hypothesis is rejected, concluding that there is a significant relationship between the formation of human potential through competencies and the organizational climate.

Finally, the Spearman’s Rho correlation can be seen for the evaluation of human potential by competencies, where the correlation coefficient is 0.104, a low-level positive correlation. The sig. level (two-tailed) is .158 greater than 0.05, which means that according to the decision rule (sig. <0.05) the null hypothesis is accepted, and the alternative hypothesis is rejected, concluding that there is no significant relationship between the evaluation of human

Table 3
Rho Spearman Correlation, General Hypothesis

Correlations				
			Competency-based Management	Organizational Climate
Spearman's Rho	Competency-based management	Coef. Corr.	1.000	0.157*
		Sig. (two-tailed)	.	0.032
		N	187	187
	Organizational climate	Coef. Corr.	0.157*	1.000
		Sig. (two-tailed)	0.032	.
		N	187	187

Note. *. The correlation is significant at the 0.05 level (two-tailed). Prepared by the author, 2024.

Table 4
Rho Spearman Correlation of the Dimensions of Variable 1 and Variable 2.

		Correlations					
		Selection of Human Potential by Competencies	Organizational Climate	Developing Human Potential Through Competencies	Organizational Climate	Assessment of Human Potential by Competencies	Organizational Climate
Spearman's Rho	Variable 1 Dimensions	Coef. Corr.	1.000	.009	1.000	.161	1.000
		Sig. (two-tailed)	.	.049	.	.027	.
		N	187	187	187	187	187
	Variable 2	Coef. Corr.	.009	1.000	.161	1.000	.104
		Sig. (two-tailed)	.049	.	.027	.	.158
		N	187	187	187	187	187

Note. *. The correlation is significant at the 0.05 level (two-tailed). Prepared by the author, 2024.

potential by competencies and the organizational climate.

The result of this type of research provides the entities that are part of the public administration with the decision to implement management by competencies in human behavior for the improvement of the organizational climate.

DISCUSSION

The study was motivated by the need to implement competency-based management in human behavior to improve the organizational climate of the entities that are part of the public administration.

Barrios Barrios *et al.* (2020) point out that a negative organizational climate scenario influences the organizational structure, development and professional performance; therefore, the importance of improving the work climate of the organizational system based on human talent; so that it allows the development of skills and competencies of workers to manage labor conflicts and create leadership styles.

Chirinos Araque *et al.* (2018) in their research, focus on the improvement of the organizational climate from certain changes in human behavior, an event that is confirmed from the training of human talent, which allows generating satisfaction, labor welfare and happiness.

Chauca Trauco *et al.* (2018) describe a scenario in which workers focus only on the remunerative aspect and do not present an adequate professional performance, which is evidence of accumulated work and stress. Therefore, the importance of the competency approach in human talent is to promote a social environment and attitudes related to the performance of workers.

López Quejido (2017) identifies the importance of worker behavior in the competency-based management approach and how it affects organizational climate, ignoring other organizational climate factors such as performance, trust, and productivity; he concludes that the implementation of competency-based

management in human talent will contribute to the improvement of organizational climate.

Mejia Abanto (2022) shows that there is a significant relationship between competency management and work climate, taking process management and employee involvement as a reference.

From the background, it has been possible to show that there is a relationship between competency-based management and organizational climate, and it has also been determined through the analysis of the dimensions of both variables that they do not show the same tendency, which is the basis for the richness of the research.

Therefore, the dimensions examined in the study were selection of human potential, training of human potential, evaluation of human potential, interpersonal relations, personnel perception and job satisfaction.

Regarding the selection of human potential, it was found that it is valued in the personnel recruitment process in order to identify and select the ideal personnel for the performance of their duties; however, the construction of a job profile model contributes to generating changes in the organizational culture. This proposal is supported by the finding of Galarza Cachiguango *et al.* (2020) that the selection of human potential is the main factor to ensure that the worker performs the tasks within the organization efficiently and productively, and the one that generates motivation in both work and collective performance.

In the study, it was observed that employees do not feel identified with the organization's objectives, while others express less satisfaction with the definition of their work. In this sense, it is considered necessary to value human resources, to promote good human relations and to involve the workers in the decision-making process, as well as the possibility of assigning them tasks where they receive recognition.

On the other hand, regarding the training of human potential, it was found that the company does not have a plan for the development of competencies and skills, which

limits the training process. Lora Guzman *et al.* (2020) affirms in their study that there should be a plan that allows a close link between the organization and the work process, in order to facilitate the development of competencies and skills to increase productivity and work stability.

Likewise, the results show that there is no tool that allows the evaluation of human potential, which identifies the aptitudes, interests and expectations of the worker to be developed in relation to the job description. Thus, López Gumucio (2010) points out that the evaluation of human potential allows personal and work performance for the optimal development of their competencies. However, this tool must have statistical instruments for its easy and accessible evaluation process in order to measure and evaluate their competencies.

Regarding interpersonal relationships, it has been proven that there is no close relationship between workers, nor do they have a socio-cultural space that connects the worker with the different degrees of affection and emotions. In this sense, Frómeta Domínguez (2018) refers, according to his finding, that there are techniques to improve interpersonal relationships, and these are reflected through fluid communication, disposition to share and allow knowledge, positive attitude, creating a climate of trust and respect.

On the other hand, job satisfaction was found to be low; workers have good salaries; however, they show interest in migrating to other institutions; if this were to materialize, it would generate instability in the fulfillment of the organizational objective, especially those with more years of seniority in the entity. Peñaloza and Arevalo (2007) state in their research that employees who do not feel job satisfaction are likely to have little participation in decision making and also do not want to take on challenges due to the tense, conflictive and inflexible environment.

In addition, it has been observed that employee perceptions are not related to motivation and satisfaction. The employee expresses the desire to take on new job opportunities considering his competencies, but the workspace does not contribute to this. Thus,

Pujol Col and Dabos (2018) point out that the work environment is a challenge that includes organizational culture and working conditions that are conducive to professional development and achieving the desired results.

In this sense, it is necessary to rethink the processes of selection, training and evaluation of human potential, which are usually the responsibility of the human resources department of each company. In addition, spaces should be created to listen to the opinions of the workers and to identify non-conformities, conflicts, needs and expectations. In this regard, Tejada Fernández and Navío Gámez (2018) state that in order to understand the selection, training and evaluation processes under the competency-based management approach, the organization's own characteristics and needs must be taken into account. Thus, competency-based management processes contribute to the improvement of the work environment. In light of the above, these dimensions should be strengthened to contribute to the development of competencies and skills. According to Guamán Llongo and Álvarez Baque (2019), in order to have a good organizational climate, the entity must consider the well-being of its workers as a central axis, as well as their perspectives, in addition, this must be materialized in good interpersonal relationships, a factor that contributes to job satisfaction and well-being. Consequently, Sánchez Rodríguez *et al.* (2017) point out that the non-implementation of competency-based management has effects such as staff turnover, absenteeism, and work disengagement, which increases the cost of personnel selection processes and work disengagement. Therefore, the most important asset of an organization is its people, which is why it is necessary to invest in the development of the skills and competencies of its human capital. Salazar Marmolejo and Ospina Nieto (2019) state that satisfied employees are more motivated to work, generate a shared vision, and remain in the organization.

This implies the need to strengthen identity, interpersonal relationships, support and a healthy work environment, as these are elements that influence the improvement of the organizational climate.

According to the data obtained, it can be concluded that competency-based management is significantly related to the organizational climate in general.

CONCLUSIONS

It is concluded that there is a positive and significant relationship between competency-based management and organizational climate; with a Spearman's Rho correlation coefficient = 0.157 of low intensity and with a p-value = 0.032 less than 0.05; confirming that competency-based management is important for improving organizational climate.

It is concluded that there is no significant relationship between the selection of human potential by competencies and organizational climate; with a correlation coefficient of Spearman's Rho = 0.009 of low intensity and with a p-value = 0.899 greater than 0.05.

It is concluded that there is a positive and significant relationship between the formation of human potential through competencies and organizational climate; with a Spearman's Rho correlation coefficient = 0.161 of low intensity and with a p-value = 0.027 less than 0.05.

It is concluded that there is no significant relationship between the evaluation of human potential by competencies and organizational climate; with a Spearman's Rho correlation coefficient = 0.104 of low intensity and with a p-value = 0.158 greater than 0.05.

In order to improve the organizational climate, it is necessary to implement competency-based management, a continuous and strategic process that identifies, develops and evaluates the skills and competencies of employees.

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Conflict of Interests

The author declares that there is no conflict of interest.

Author Contribution

Leydi Flor Ramos De La Cruz (lead author): conceptualization, data curation, formal analysis, research, methodology, project management, validation, visualization, writing (original draft, review and editing).