

A STUDY ON COMPETENCY MODELS AND HR EXECUTION WITH REFERENCE TO LEMON TREE HOTELS

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ABSTRACT: This study investigates the potential of competence models to enhance human resources at Lemon Tree Hotels, a rapidly expanding hotel brand in India. These models aim to establish a direct correlation between the job, talents, and conduct of employees and the company's larger objectives in a service-oriented sector. This case study demonstrates how Lemon Tree makes use of skills across the board in human resources, from recruiting to training to performance reviews to career advancement. In this section of the text, the abilities that workers are expected to possess are discussed in relation to the hotel's dedication to operational excellence, customer happiness, and a welcoming environment. Consistency across hotel locations, increased staff productivity, and better service quality are all outcomes of competency-based human resource policies. In addition to this, they are useful for developing robust leadership pipelines and preparing people's strategies for the future. Competence models are critical for improving HR operations and providing Lemon Tree Hotels with a sustainable competitive advantage, according to the study's primary finding.

Keywords: Competency, HR Execution, Skills Framework, Talent Management, Performance Alignment.

1. INTRODUCTION

Competency models are used by HR teams as strategic frameworks to lead people management by outlining the knowledge, abilities, and traits that employees must possess to be successful in their jobs. Think of them as a blueprint for the future of your company that links hiring, education, evaluations of performance, and promotions to make sure everyone's ambitions mesh with the big picture. To ensure actual efficacy, these models should be incorporated into regular HR procedures and used as a basis for developing a consistent strategy to enhance employees' skills in a manner that supports both personal success and the organization's overall objectives.

Human resource functions like as training, recruiting, performance management, and succession planning are enhanced by competency models. When it comes to hiring, they help bring in candidates that are a good fit for the company's culture and future plans, and who also have the skills the position requires. While employees are training, they assess where they might need more help and then supervise the creation of lessons to fill in the gaps. More consistent evaluations are the outcome of their efforts to establish clear and equitable criteria for measuring performance management effectiveness. They help keep good employees by

showing that the organization cares about their futures and by providing a clear path to promotion within the company.

An organization's responsiveness and ability to compete can be improved by incorporating competency models into HR processes. Firms can maintain a competitive edge by preparing their personnel for future changes by updating these frameworks to incorporate evolving market trends or strategic business objectives. This fosters a culture of responsibility, education, and constant development while simultaneously enhancing team and individual performance. Companies may improve their personnel management, keep their employees engaged, and reach their goals more quickly and easily by making strategic use of competence models.

2. LITERATURE SURVEY

Campion, M. C., Schepker, D. J., Campion, M. A., & Sánchez, J. I. (2020) This research examines the utility of competency modeling for managers in communicating the company's strategy to employees at various levels of the organizational chart. To demonstrate how abilities may assist in translating strategic objectives into measurable actions, the authors draw on theoretical and practical studies. One organized approach to discussing your job responsibilities is using competency models. They clarify to workers how their work contributes to the achievement of the strategy's overarching objectives. Findings highlight the need for leaders to take an active role in promoting competency usage in day-to-day operations. Staff competencies can be better aligned with company goals when those goals are specified explicitly, according to the research. Competency modeling, according to the authors, makes companies more consistent and makes success easier to measure. According to the results, competency models are crucial for motivating employees to carry out their plans.

McCartney, S., Murphy, C., & McCarthy, J. (2021) In today's data-driven and technologically advanced HR departments, HR analysts rely on a competency framework to guide their work. The study examines the analytical, technical, and social abilities that are considered vital in modern human resources roles by utilizing expert input and qualitative analysis. When it comes to making evidence-based decisions on human resources, the results highlight the significance of being able to read and comprehend data, utilize statistics, think critically, and solve problems. Human resource analysts are able to effortlessly transform data insights into strategic initiatives since the method emphasizes the significance of strong communication and collaboration abilities. Traditional HR skills should be reevaluated, according to the authors, due to the rapid growth of HR analytics. They argue that in order to be successful in human resources, one needs both technical knowledge and strategic vision. The research lays out a comprehensive plan that businesses can use to recruit and educate human resource analysts. Thus, HR data is considered a crucial component of HRM strategy.

Sharma, S., & Malodia, L. (2022) This research delves into the role of competency mapping in conjunction with a competency-based HRIS to foster the development of a skilled and productive workforce. In order to help businesses make informed decisions regarding performance management, training, and job placement, the authors examine the importance of establishing role-specific talents. Digital HRIS systems improve the accessibility and

accuracy of competency data, according to the study. Employees can advance in their careers with the support of competency planning, which lays out the steps they need to take. According to the numbers, businesses who adopt competency-based HRIS have a better picture of their workers' abilities and how they connect to business requirements. According to the writers, competency mapping is one of the best methods for increasing productivity on the job. Using technology is essential for current HR operations, and the survey proves it even more. The data clearly shows that competency-based HRIS is strategically important for developing a trained workforce.

Enkhja, T., & Varga, E. (2023) This research examines many models of human resource competency and argues that many of these models require substantial revisions to meet the demands of contemporary companies. When it comes to addressing issues plaguing today's workforces, such as digitization, remote work, and shifting employee expectations, the authors examine numerous popular models and highlight their shortcomings. Studies have shown that top-level competency models aren't always adaptable and don't reflect the rate of change in HR tasks. The study highlights the significance of enhancing current systems to enable data-driven decision-making, cognitive flexibility, and proficiency with technology. It emphasizes the significance of competency models considering global trends and cross-cultural needs. To ensure competency models continue to be relevant in the future, the authors propose approaches to reconstruct them. In order to keep up with the ever-changing business and technology landscapes, the report highlights the significance of HR professionals maintaining their skill sets current.

Ketchiwou, G. F. (2024) This research introduces a novel perspective on human resource management by examining the evolving nature of HR roles, essential competencies, and implementation strategies. The author examines the ways in which HR is evolving in response to factors such as increased workplace diversity, technological advancements, and globalization. Competencies such as technological fluency, strategic thinking, emotional intelligence, and cross-cultural communication will be crucial for human resources professionals in the future, according to the survey. This highlights the need for human resources professionals to take a more proactive, collaborative, and evidence-based approach. In order to achieve business objectives, the framework highlights the interconnected nature of HR services and the significance of their proper application. The document emphasizes the significance of HR operations evolving to foster innovation and guarantee the organization's success in the long run. Human resource tools that can assist firms face future possibilities and challenges can be made with the use of the study's crucial information.

3. THEORETICAL FRAMEWORK

ELEMENTS OF A COMPETENCY MODEL

An in-depth strategy outlining the information, abilities, and behaviors that workers need to succeed in their roles is called a competency model. When companies have a firm grasp on their fundamentals, they are better able to align employee abilities with company objectives. We focus on the key components of a comprehensive competency model here.

Core Competencies: The ideals and strategic objectives of a company are reflected in its core competencies, which are vital skill sets. They are expected of all employees. When all

employees share a commitment to the company's long-term objectives, it strengthens the corporate culture as a whole. A few examples are effective communication, adaptability, and prioritizing client needs. Organizations can achieve their strategic goals and enhance HR tasks with these abilities.

Functional Competencies: Functional competences are the knowledge and abilities required to do a certain job or work in a particular field. Their focus is on the technical requirements that must be satisfied for tasks to be executed successfully, which could vary greatly among departments. You might need skills in data analysis or project management to complete some team assignments. Businesses benefit from these abilities because they guarantee that all team members possess the knowledge necessary to do their jobs well.

Leadership Competencies: Competencies in leadership outline the most critical strategic abilities for managers to possess. Their main focus is on developing abilities like strategic planning, decision-making, and team development that are essential for effective team leadership and the success of businesses. By keeping an eye out for these characteristics, businesses may better prepare future leaders to motivate their staff and guide them through challenging times. With the help of the Talent Mapping Template, businesses may present their abilities in a logical and organized fashion. When it comes to training and onboarding new teams, organizations can benefit greatly from talent mapping and skill inventories in two key areas: human resources planning and job development.

CHARACTERISTICS OF COMPETENCIES



Competencies are characteristics that belong to a person: Every one of your "competences" is an inherent combination of your personality attributes and your skill set. Individual differences in character, aptitude, outlook, and expertise all play a role in shaping an employee's performance on the work. They often develop through time as a result of exposure to new information, experiences, and perspectives. Because every employee is different, their unique set of skills and experiences determines how effectively they can fulfill job requirements.

Competencies lead to a desirable outcome: Each talent improves one's ability to carry out a task or activity successfully. Making good use of one's abilities leads to increased output and achievement. Efficient and timely completion of goals and tasks is achieved through this kind of coordination. Competencies are the ultimate motivators for taking the actions that result in individual or team success.

Competencies are observable: Observing someone's actions, demeanor, and performance in real-life situations allows you to assess their skills. People demonstrate their abilities when they solve difficulties using mathematical methods. Competencies are observable and measurable; they can be honed through instruction and criticism. This facilitates the identification of high-performing and low-performing staff by firms.

4. COMPETENCY MODEL DESIGN

Determine what kind of process works for your organization: Due to the time-consuming nature of determining each job's specific requirements, a significant amount of research and development may be required to establish well-defined abilities for a particular role. A more comprehensive and expedited strategy for growth could be useful for some businesses in today's fast-paced business environment. Future changes can also be considered using adaptive competency models.

Research available competency information: You need more specific information than broad remarks regarding your job duties to hone your abilities. In addition to the fundamental competencies required for "satisfactory" performance, the functional abilities should encompass the attributes that contribute to "exemplary" performance. In addition to reviewing pertinent job descriptions, company history, and core competencies, it is prudent to seek out and align with skills that have previously been specified for comparable positions.

Interview relevant business units and executives: Finding out what talents are required for a position is a key benefit of conducting interviews with the correct people. Executives have the power to equip the organization with fundamental skills that align with its principles, objectives, and guiding principles. Conversations with managers and top achievers in the appropriate business divisions can provide light on the essential habits and abilities required for these positions. Highlighting the qualities and skills that contribute to success in the role should be the primary objective of the interview.

Establish the core competencies: All of a candidate's basic competences should reflect the qualities and actions valued by the organization. In order to uphold the company's work philosophy and culture, what are the anticipated actions and contributions of employees as team members? Draw on the findings from the interviews and studies conducted with the company's top executives and other influential members.

Establish job-specific competencies: Department heads and high achievers collaborated during the research phase to identify a set of job-specific behaviors and abilities that should form the basis of competency frameworks.

Establish leadership competencies, where needed: When enhancing their managerial abilities, employees should keep in mind that they already have a good idea of the company's strengths. The recognition of leadership abilities and talents should be the primary objective. These judgments should be taken by senior managers and executives throughout the investigative process.

Finalize the competency list: Incorporate the findings into a framework while maintaining a flexible attitude toward the transfer of expertise. If the plan is overly optimistic, it can discourage qualified applicants and make the hiring process more difficult. Workers won't be able to contribute to the company's success if the standards are either very broad or too

vague, and many applicants may lack the necessary qualifications. Consult with managers, executives, and anybody else with a vested interest in the outcome to double-check the competency list. Endorsing competencies is critical for meeting the demands of the firm across all levels.

5. COMPETENCY ASSESSMENT TOOLS & METHODS

Behavioral Interviews: During behavioral interviews, prospective employees are encouraged to provide personal stories that illustrate how they have demonstrated the essential job behaviors in the past. The purpose of this is to gauge their level of competence. Testers can learn more about people's reactions to real-world problems and scenarios by using this technique. Using structured questions, interviewers can better understand patterns in people's problem-solving, teamwork, and communication styles. It provides reliable data regarding an individual's future performance in comparable roles.

Psychometric Tests: The cognitive abilities, character attributes, and work-related behaviors that are essential for a certain competency are examined in psychometric testing. There can be no evaluation bias because the outcomes are standard and objective. Mental stability, logical thinking, and decision-making abilities are some of the things that they aid in determining. Companies utilize these to match employees with positions that are a suitable match for their abilities.

360-Degree Feedback: The term "360-degree feedback" refers to a method of evaluating an individual's performance that involves soliciting opinions from all four levels of an organization's staff, including superiors, peers, and even customers. You can gain a thorough understanding of someone's performance with this comprehensive strategy. It identifies both good and bad aspects that might be overlooked by an individual. It emphasizes that understanding oneself and always learning are crucial for personal growth.

Assessment Centers: Centers for assessment employ a wide range of activities to evaluate students' abilities in realistic contexts, including group discussions, simulations, case studies, and role plays. They allow judges to observe subjects in a controlled setting with great precision. You may be certain that you will gain a thorough and improved grasp of abilities such as teamwork, communication, and leadership in this manner. Assessment centers are an effective method of gauging a student's academic performance, despite the high cost of their operation.

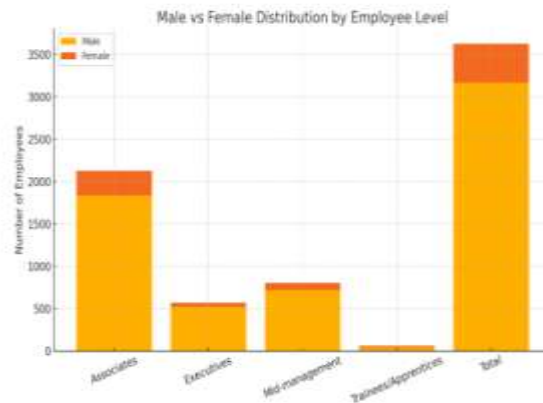
Work Sample Tests: Candidates are required to perform activities that are comparable to the job duties during work sample reviews. Because they are based on actual work requirements, these exams are a great indicator of a candidate's level of knowledge and skill. A candidate's technical abilities, problem-solving prowess, and knowledge of the work are all evaluated with their performance on these tests. Some of the most trustworthy methods of testing are believed to be those that imitate real-life situations.

Self-Assessments: People can learn more about their strengths, weaknesses, and areas for improvement by conducting self-evaluations. This method encourages introspection and gives individuals agency over their own development. It paints an accurate picture of success when combined with other assessment tools. Human resources can use self-evaluations to create more targeted programs for training and development.

6. ANALYSIS AND DISCUSSION

WORKFORCE COMPOSITION BY LEVEL AND GENDER

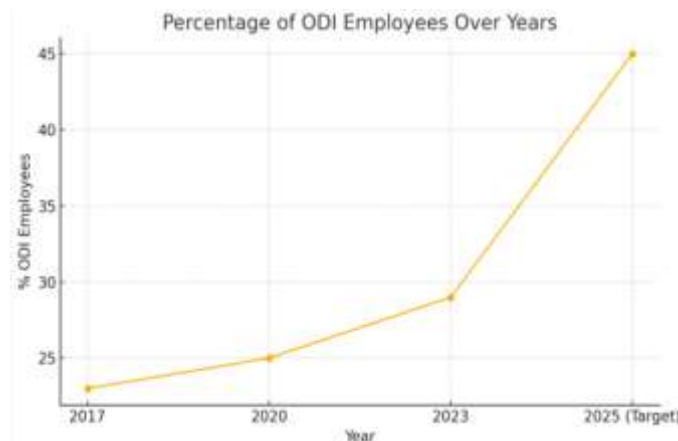
EMPLOYEE LEVEL	MALE	FEMALE	TOTAL	% FEMALE
Associates	1,834	291	2,125	13.70%
Executives	520	51	571	8.90%
Mid- management	717	86	803	10.70%
Trainees/Apprentices	42	20	62	32.30%
Total	3,166	460	3,626	12.70%



DISCUSSION: Women make up a pitiful 12.7% of the workforce. Among those in middle and upper management, the number of women is much lower. An encouraging indicator of gender diversity in entry-level positions is the large proportion of trainees (32.3%) among the individuals.

INCLUSION OF OPPORTUNITY DEPRIVED INDIANS (ODIS) IN WORKFORCE

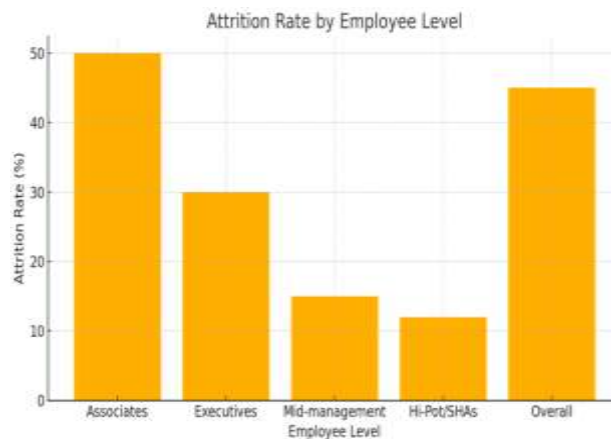
YEAR	TOTAL EMPLOYEES	ODI EMPLOYEES	% ODI EMPLOYEES
2017	3,000	690	23%
2020	3,400	850	25%
2023	3,600	1,050	29%
2025 (Target)	4,000	1,800	45%



DISCUSSION: From 23% in 2017 to 29% in 2023, the figures reveal a consistent increase in the percentage of ODI employees that are represented. An ambitious target of 45% by 2025 demonstrates serious intent to substantially expand employment opportunities for ODIs.

ATTRITION BY EMPLOYEE CATEGORY

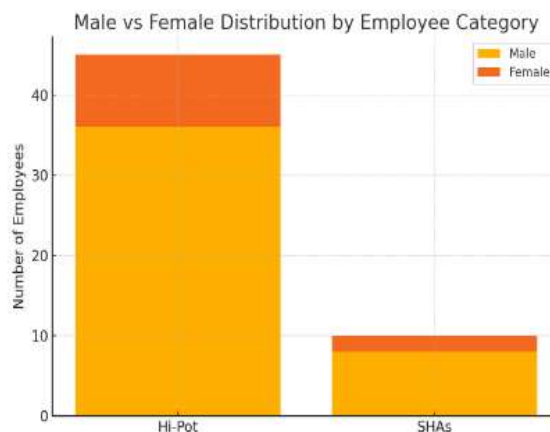
EMPLOYEE LEVEL	ATTRITION RATE (%)
Associates	50%
Executives	30%
Mid-management	15%
Hi-Pot/SHAs	12%
Overall	45%



DISCUSSION: It is difficult to retain employees in the early stages of their employment, as seen by the 50% associate attrition rate. Significantly reduced rates of turnover were observed in senior positions, including middle management and specialized high-ability jobs. It appears that there is a higher level of stability and engagement within the company.

GENDER DISTRIBUTION IN LEADERSHIP PIPELINE (HI-POTS & SHAS)

Employee Category	Male	Female	Total	% Female
Hi-Pot	36	9	45	20%
SHAs	8	2	10	20%



DISCUSSION: Only 20% of those in the Hi-Pot and SHA categories are women, indicating a continuous but modest amount of diversity in high-potential employment. According to the findings, there should be more opportunities for women to hold positions of leadership and strategic planning.

7. CONCLUSION

In order to guarantee that all employees are pulling in the same direction, firms rely on competency models. They detail the characteristics, abilities, and actions that are necessary for peak performance. There is an uptick in recruiting, training, performance evaluations, and career progression when objectives and developmental requirements are defined. For individual and collective development, well-planned competency models are essential. If HR is doing its job successfully, all of the departments should be using these competency models consistently. A company's overall performance, staff morale, and the integration of planning and execution are all positively impacted by successful implementation. A systematic, efficient, and future-oriented method of managing people is supported by competency models and HR implementation. In a commercial environment where everything is constantly changing, this helps organizations remain adaptable and effective.

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