MANAGEMENT BY SKILLS AS A STRATEGIC TOOL TO MAINTAIN ORGANIZATIONAL SUSTAINABILITY

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ABSTRACT

Objective: This research aimed to discuss the importance of management by competence as an efficient management system for organizations that wish to attract and retain human talent, aligned with the strategic planning of people management, in search of organizational sustainability.

Theoretical reference: Faced with constant changes and the great competitiveness in which organizations are inserted, the demands for innovative and high quality products are increasing. Therefore, companies are looking for professionals with the right skills to be able to achieve their strategic objectives and, consequently, face the competition. Therefore, organizations are increasingly investing in people, as these are being considered the main competitive advantage. Thus, the study is based on a literature review on management by competence, organizational sustainability and strategic planning of people management. Highlighting the importance of articulating organizational objectives with individual skills and abilities in pursuit of competitive advantage and organizational sustainability.

Methodology: A qualitative approach was used, being a bibliographic research, with an exploratory character.

Result and conclusion: The competency-based management model is presented as a methodology that seeks to manage the alignment between the competencies of its intellectual capital with the organizational competencies, in a continuous process and interconnected with the strategic planning of people management, with the aim of to meet organizational objectives effectively while maintaining competitive advantage and organizational sustainability.

Research implications: This study highlights the importance of aligning the organization's strategy with the strategic planning of people management in order to achieve and maintain organizational sustainability.

Originality/value: It relates to the integration of management by competence aligned with people management as a process that aims to bring competitive advantage and organizational sustainability.

Keywords: Management by Competence, Individual and Organizational Competences, Organizational Sustainability, Strategic Planning of People Management.

GESTÃO POR COMPETÊNCIA COMO FERRAMENTA ESTRATÉGICA PARA MANTER A SUSTENTABILIDADE ORGANIZACIONAL

RESUMO

Objetivo: Esta pesquisa teve como objetivo discorrer sobre a importância da gestão por competência como sistema de gestão eficiente para as organizações que desejam captar e reter talentos humanos, alinhado ao planejamento estratégico da gestão de pessoas, em busca da sustentabilidade organizacional.

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INTRODUCTION

The pace of change in the world is the fastest ever achieved. And the future beckons us with an even greater acceleration in terms of technological innovation, globalization and reconfiguration of the way one works and competes in all activities. Organizations are increasingly valuing the human being, that is, also evaluating the emotional, intellectual potential, because people have been pointed out as a competitive differential, they are considered the greatest asset of organizations, for driving change, strategy and competitiveness (Chiavenato, 2014; Dutra, 2017; Kara et al., 2023; Knapik, 2012; Takahashi, 2015).

Therefore, it is necessary for organizations to encourage and support innovative behaviors of their employees, as drivers to achieve competitive advantage and to ensure organizational sustainability (Kara et al., 2023). Sustainability and innovation are of paramount importance for organizational management (Gomes et al., 2023). Organizational sustainability is increasingly related to the way organizations manage the knowledge, ideas and innovative practices that contribute to business growth (Lopes et al., 2017).

In this scenario, it is observed that the concern with sustainability has generated a demand for professionals who are qualified and who have skills (Mujtaba & Mubarik, 2022) that are essential for organizations to excel.

In this way, organizations seek new organizational management models that will enable their employees to strive and commit to achieve organizational strategic objectives. In this context, competence management, which is a management model beyond traditional organizational systems, has been implemented in organizations, with the purpose of aligning...
organizational skills with the competencies and professional skills of employees, in search of standing out in this competitive market (Banov, 2010; Brandão & Guimarães, 2001; Prahalad & Hamel, 1990).

It is critical that organizations have management systems that manage their strategic assets. It is therefore important that the objectives of the organizations are linked to the strategic planning of the management of people. The area of people management has collaborated for organizations to achieve their goals successfully, mainly by helping to capture and retain their intellectual capital, which has been considered the competitive advantage of companies (Chiavenato, 2014). For, it is human capital that produces, creates, uses and manipulates technologies, builds relationships, converts goals into successful businesses and is always in search of new challenges (Knapik, 2012).

In this sense, the objective of this work is to discuss the importance of competency management as an efficient management system for organizations that wish to capture and retain human talent, aligned with the strategic planning of people management, in search of organizational sustainability.

2 THEORETICAL BENCHMARK

2.1 Competence

Competence can be understood as a set of knowledge, skills and attitudes (CHA) that integrate and add value, being of paramount importance for the accomplishment of the work and directed towards the achievement of a certain purpose (Brandão & Guimarães, 2001; Chiavenato, 2014; Durand, 2015). However, as Carbone et al. (2009) point out, competence is understood not only by the sum of the CHA indispensable to accomplish a specific task, but by the effort and performance that is made available by the individual within an organizational context, and by his behavior and attitude to apply this knowledge and skills in the work environment.

For Gramigna (2007), competence is broken down into three indicators: skills, knowledge and attitudes. In which the author makes the analogy with the tree, the root corresponds to attitude, which refers to values, principles, beliefs, perceptions, personal acts that were formed in the course of life, symbolizing the "want", that is, the will that the person makes available to act. The trunk refers to knowledge, which is the set of information and concepts that people acquire, and when necessary can use it, is linked to "knowledge". And the cup, corresponds to skills, is the ability and technique in using your acquired knowledge to generate results, acting with talent, refers to "knowing how to do".

From this perspective, Le Boterf (2003) corroborates in emphasizing the triad of competence with regard to knowing, knowing how and knowing being. However, Ruas (1999) points out that competence is not only about knowledge and know-how, but relates to the mobilization and application of knowledge and skills in a given condition. It therefore highlights the importance of combining resources with the mobilization of these resources, together with the condition that will apply them.

Dutra (2004) mentions that competence is related to the ability that the person has to deliver and to generate results according to the organization's objectives. Thus, competence refers to the initiative and responsibility that the person makes available in the day-to-day life of the company, in the face of the various organizational situations. That is, it is the ability to connect various individuals around the same situation, to share the difficulties and to take responsibility for their routine and complex activities and processes in the workplace (Zarifian, 2003).
Therefore, competence is related to the set of knowledge and skills that the individual has, and to their mobilization, that is, their wanting to act responsibly and strategically in the face of a complex or challenging situation in the organizational environment.

2.2 Individual and Organizational Competences

In the early 1970s, the concept of individual skills gained a new insight. Specifically, with McClelland's studies, he published in 1973 his article "Testing for Competence rather than Intelligence," in which he highlighted the low relationship between the IQ of individuals and their performance in organizations. The author points out that one should not only evaluate the tangible aspects, but also the intangibles, - skills and attitudes of people - that influence the optimization of processes (Dutra, 2017; Fleury & Fleury, 2001; Takahashi, 2015).

On organizational skills, his study was driven from 1990 by authors Prahalad and Hamel, developing the concept of core competencies. Which are competencies that distinguish one organization from the others, in which they must be difficult to imitate, must provide competitive advantage to organizations and access to various markets, besides offering advantage and benefits to consumers (Carbone et al., 2009; Fleury & Fleury, 2001; Knapik, 2012; Takahashi, 2015).

In this sense, the important thing is that companies can combine the diverse skills and abilities to design, create, manufacture and make services and products available for sale. In this way, competence can be understood as the potential that organizations have to combine, merge and integrate resources and processes into quality and differentiated products and services for users and consumers (Fleury & Fleury, 2001).

Thus, Loufrani-Fedida and Aldebert (2021) state that the concept of competence has been sculpting its space in organizations, being analyzed at the individual level (individual competencies), in team (collective competence) and in organization (organizational competence).

Individual competence is the capacity that the individual must have to create and potentialize in organizational units and processes (Chiavenato, 2014). In this sense, Ruas (2005) emphasizes that individual competence refers to the mobilization of the set of CHA that the professional holds, with the aim of performing a certain activity in a given circumstance. The individual skills correspond to the practices and behaviors in the day-to-day life of the company, and these skills change according to the level of complexity and demands in the organizational environment (Takahashi, 2015).

However, Dutra (2001) points out that it is not only the person having a set of knowledge, skills and attitudes, that will bring added value and competitive advantage to the organization, it is necessary to surrender, the individual has to have the ability to fully engage with the organization, so it can bring benefits and added value, while maintaining the competitive advantage of the company.

Collective competencies result from a combination of individual competencies in a collaborative or team work environment (Arnaud & Mills, 2012). However, Janini (2003) emphasizes that it is not only a sum of skills and competencies, but the interrelation and contribution between them that will generate a higher performance in the results. Thus, there needs to be mobilization and articulation between the competencies to improve collective performance, where those involved in the process will need the competence of the other so that together they reach and exceed the established goals.

Thus, Ruuska and Teigland (2009) define collective competence as the group's ability to work together with a common purpose. Resulting in the creation of an effective collective process, and this result would not be achieved if it were realized by a member due to its complexity, thus the result is enhanced and effective when realized in the collective.
In relation to organizational skills, in simple terms, it is the result of the combination of resources and multiple individual competencies, which generates a result greater than the sum of its parts (Berényi, 2012). It involves the use of tangible and intangible resources in pursuit of strategic objectives defined by the organization (Mills et al., 2002).

In this sense, Gramigna (2007) breaks down organizational competences into three categories, classified into differential, essential and basic competences. The first category comprises strategic competencies, which define competitive advantage, are detected with the definition of objectives and strategic planning. The essential ones are considered to be of paramount importance for the effectiveness of the enterprise and must be visualized by consumers. And the basic skills are indispensable for the company to function, it is visualized in the internal environment, and also, contribute to stimulate and strengthen the organizational climate stimulating productivity.

Also, about the organizational skills developments, we have the Chiavenato classification (2014), in which the author presents that the organization competencies are hierarchized in: core competencies, functional competencies, managerial competencies and individual competencies. It is of paramount importance that these competences combine and interconnect, in order to achieve the objectives of organizations, so that they remain competitive.

Thus, organizational skills represent how the company is recognized, what it does best, how it carries out its activities and processes, adding value, to maintain its competitive differential (Ulrich & Dulebohn, 2015). In this perspective, the focus of the companies' organizational strategy and processes should be competencies (Prahalad & Hamel, 1990). For, the clustered organizational skills can provide competitive advantage to organizations (Chiavenato, 2014).

In this sense, it is important that organizations in the face of constant change are continually updating and improving their competencies (Wright et al., 2001). This is the great challenge of competence management, which seeks to align the tools and processes that provide the necessary conditions for competitive development (Loufrani-Fedida & Aldebert, 2021).

### 2.3 Competence Management

Competency management aims to define the competencies that are necessary for the organization to have and maintain the competitive advantage aligned with its organizational goals, and also deals with a management model that can be used in different contexts. In this sense, companies that adopt competence management should seek to connect their organizational goals with a strategic stance (Silva et al., 2019).

Furthermore, when it is successfully implemented, it will be able to evaluate and improve the competencies of employees, with the purpose of developing and improving them, while seeking to bring the competitive differential that organizations seek (Palacios-Marqués et al., 2013). In this sense, Fernandes (2013) points out that competence management can be understood as the blending of various concepts and practices that are used for the continuous development of individuals and organizational skills. The competency-based management model seeks to align people's performance with the organization's objectives by establishing the strategic competencies of employees while developing these individuals to grow and excel.

According to Carbone et al. (2009) competence management is a management model, which aims to "guide their efforts to plan, capture, develop and evaluate, at the different levels of the organization (individual, group and organizational), the competencies necessary to achieve their objectives" (p. 50). Its main focus is orientated towards the development of skills and new knowledge, sources par excellence for the achievement of sustainable competitive advantage.
For authors Brandão and Guimarães (2001) competence management is a cyclical process, in which all sectors must be involved and connected with organizational strategic planning, establishing the mission of the company, the company's vision and organizational objectives, and also carrying out the monitoring and evaluation of this process.

For Gramigna (2007) competence management is a composite of tools and processes that together advise the strategic management of people. Because the information that is generated in this model is the differential for the process of making assertive decisions and other activities related to the human capital of organizations. Thus, organizations have the possibility to form teams with qualified and talented professionals, with the skills they seek. They also aim to increase the satisfaction and motivation of their employees in the work environment, because motivated and satisfied teams tend to be more productive.

The proposal of competency management is to understand what are the critical organizational skills for business success, to unfold them in terms of professional skills and to develop them together with the staff of internal employees (Carbone et al., 2009).

Therefore, it is of paramount importance that the individual competencies are interlinked with the organizational competencies aiming that the "strategies and objectives" desired by the organization are achieved and are aligned with what it develops in its daily life. In this sense, it is necessary to carry out the "mapping of competencies" and, at the same time, verify which competencies organizations need to "develop in order to achieve their strategies compared to those that it already presents (skills gap)" (p. 35), that is, the gap of competence (Takahashi, 2015).

The mapping of competencies consists of analyzing the difference between the competencies (individual and organizational) that organizations have, those that they wish to obtain, in order to achieve the strategic objectives (Carbone et al. 2009; Takahashi, 2015). Figure 1 presents the example of the competency mapping identifying the competency gap.

![Figure 1. Identification of skills gap](image)


In order to carry out the mapping of competencies it is necessary to follow some procedures. In this sense, there are some models available, ranging from simple models to complex models, with varying degrees of measurement. But what should be important is "the degree of subjectivity involved in the development of skills indicators" (Dias & Santos, 2009, p. 31). In Table 1, the comparison of some models on the mapping of competencies is presented.
Table 1. Comparison of competency mapping models

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| Rudder (2005) | - It does not separate the mapping of knowledge, skills and attitudes (CHA). Uses the set CH (knowledge + ability) as technical skills and the A (attitude) as behavioral skills;  
- The mapping of organizational competencies of each role and assessment of employees is done through competence indicators (observable behaviors) of any employee of the company (from janitor to director);  
- Uses own resources (HR team and managers) for deployment of skills management in the company;  
- Use the mathematical determination process to measure the level of competence of each function; |
| Rabaglio (2006); | - Organizational competencies are defined through mission, vision, values, strategies, quality policies among other company documents;  
- Skills indicators are taken from positions/functions and technical and behavioral skills are taken from these indicators;  
- The measurement of the level of competencies required for the function is determined by consensus of the company committee with the help of consultant, after analyzing the assignments of the position using a scale of 1 to 5 points; |
| Gramigna (2007) | - Deploys skills in attitudes, knowledge and skills according to taxonomic guidelines (describes performance proficiency levels - minimum and maximum);  
- Mapping and profiling of competencies is carried out by external consultancy, with managers and each function group;  
- Weights are assigned to competency profiles defined according to the requirement of each business unit; |
| Dutra (2008) | - Uses the concepts of competence, complexity and organizational space for designing and implementing people management systems;  
- The involvement of an external consultant is required to implement the methodology; |

Source: Dias e Santos (2009, pp. 32-33)

Added to these models, we have the suggestion of the authors Carbone et al. (2009) in which they cite that, initially, the identification of individual and organizational competencies should be carried out, which are important for the achievement of the organization's objectives. Thus, first, it is indicated that companies carry out "desk research", where they analyze internal information, being their vision, mission, organizational objectives, strategic planning, and other relevant information. In the following, they evaluate the specific collaborators with the purpose of obtaining information that will add to the data collected in the documentary research. And, a technique that is normally used to carry out this stage, is the interview, which can be individual or in a group. However, other research methods and techniques can be used, such as: observation, focus groups and structured or unstructured questionnaires.

After mapping the organizational and individual competencies that will be needed for organizations to be productive and achieve their strategic objectives, it is necessary to carry out the identification of the internal competencies that are at the disposal of the organization. In this way, it is possible to identify the existence of the gap, or that is to say, the gap of the existing competencies in the company, comparing them with the competencies that were mapped to obtain the strategic organizational objectives. With this information, one can complete the mapping of competencies and identify, really, the gap existing in the company (Carbone et al., 2009).

To identify existing competencies in the organizational context, they generally use performance assessment tools and techniques, aiming at comparing performance delivered and what was previously established. In this follow-up, in order to evaluate and certify the competencies individuals have over a given competency, some companies are acting as certifiers of competency, carrying out tests, simulations and performance evaluations. There are several techniques, procedures and methods to evaluate professional performance. The most widely used are the balanced scorecard (BSC) and the 360º evaluation, also known as multi-
peer evaluation. Furthermore, one can use the self-assessment tool, where the professional himself evaluates the competencies he masters (Carbone et al., 2009; Takahashi, 2015).

In this regard, it is noted that the main objective of competency management is to define the competencies that are essential for organizations to have and maintain competitive advantage, in line with organizational objectives (Silva et al., 2019). And yet, competence management comprises the interconnection between people management, seeking to fit into today's competitive landscape (Takahashi, 2015). Because, people are the elements of success that companies seek to capture and retain in pursuit of organizational sustainability.

2.4 Organizational Sustainability

The concept of sustainable development was created by the United Nations at the World Commission on Environment and Development in 1987. It aimed to discuss and propose measures to effectively integrate economic development and environmental conservation. Thus, sustainable development is defined as being capable of meeting the needs of the current generation, without affecting or impairing the ability to meet the needs of future generations (World Commission on Environment and Development [WCED], 1987).

Sustainable development is comprehensive, complex and multidimensional. Involving economic, social and environmental development (Ahlström et al., 2020; Kavalić et al., 2021; Lopes et al., 2017; Sachs, 2015). Within the organizational environment these three pillars - economic, financial and social - must be transversal (Infante et al., 2013). The sustainable economic dimension relates to financial health, economic performance, and the opportunities and potential benefits of the organization. Social sustainability involves managing people, seeking to develop the human and social capital of the internal and external population, and contributing to the improvement of the environment in the community at large. And the environmental dimension comprises natural resources and the concern with the use of the renewal of these resources (Braccini & Margherita, 2018; Lopes et al., 2017).

In the organizational scenario, sustainable development or sustainability is designated as organizational or business sustainability (Kuzma et al., 2020; Lourenço, et al., 2012). In this work, organizational sustainability is considered and analyzed as the competitive sustainability of organizations. Organizational sustainability can provide advantages and benefits for companies to be and remain competitive (Gimenez et al., 2012). Competitive advantage is related to the organization's ability to stand out for its exceptional processes and structures over others. This advantage is of utmost relevance to organizational performance for the purpose that it survives and maintains in focus its competitive position in the market (Hamadamin & Atan, 2019).

In this sense, organizational sustainability is increasingly concerned with the management of new knowledge, ideas and practices that can grow a business (Lopes et al., 2017). Sanders Jones and Linderman (2014) emphasized that innovative skills that are generated from knowledge have the relevant potential for business sustainability.

Organizational institutions are increasingly concerned and striving to capture and retain human talent who think and act quickly, creatively and innovatively without raising costs (Srivastava & Bhatnagar, 2008). For, organizational sustainability is essentially related to the efficient management of strategic capital, i.e. how the organization effectively uses its knowledge, skills and key competences to develop products that are innovative and environmentally friendly (Holland et al., 2007).

In this scenario, the concern for organizational sustainability has led to a strong demand for professionals who are qualified and who possess value-adding skills (Mujtaba & Mubarik, 2022) that organizations seek. Cho et al. (2019) emphasized that the performance of people
management, with its processes and practices, functions as a fundamental factor for the link between innovation and organizational sustainability.

The area of people management that seeks to identify the competencies and skills of employees and offer opportunities to them, can generate innovative behavior in their employees in the work environment (Prieto & Pérez-Santana, 2014). In this way, the subsystems and processes of people management can direct the human talents of the organization to have attitudes and behaviors that lead companies to achieve sustainability (Galpin et al., 2015; Jamali et al., 2015; Ribeiro & Gavrinski, 2021).

Thus, organizations should align their strategies, with the procedures of people management, aiming at improving productivity, internal and external customer satisfaction and reducing environmental problems (Schiemann, 2014). Therefore, it is necessary that the area of people management be considered and integrated as an essential part in the planning of organizational strategies (Taylor et al., 2012), since this area can collaborate for performance optimization and at the same time, to achieve organizational goals (Safwan, et al., 2012).

Thus, it is necessary that the strategic planning of people management is interlinked with the strategic planning of the organization, since the management of people is increasingly becoming a relevant factor for equipping organizations with skills that serve as a strategic advantage and increase competitiveness and sustainability in a world in constant change and change (Chiavenato, 2014).

2.5 Strategic Planning of People Management

The strategic planning of people management is related to the role that people management should make available to achieve and meet the demands and purposes of the organization, and at the same time, enable and stimulate the objectives of human capital, that is, should align individual competencies and skills with the organizational objectives (Chiavenato, 2014). This alignment between strategic organizational planning and people management tends to strengthen the performance and competitive advantage of organizations (Cardy & Selvarajan, 2006).

Organizational planning should be elaborated along with strategic people management planning. When companies draw up their strategic planning and afterwards go on to draw up the plan for the management of people, they tend to have the planning of the management of people adapted to the planning of the company, ending up making a fragmentation of the planning of the organization. And if strategic people management planning is done only in your industry, without the participation and without the connection to organizational strategy, it ends up being an isolated planning for the industry and not oriented to the company as a whole. Therefore, the importance of the alignment of organizational strategic planning with strategic planning of people management, so that the organizational objectives are reached (Chiavenato, 2014).

The purpose of competence management is to direct the processes of people management, seeking to develop individuals. Thus, it is highlighted that the management of people is of paramount importance for organizations, this sector should detect the strategies that organizations seek and guide their processes and subsystems for the identification of skills that will add value and make a difference in products and services, maintaining competitive advantage (Chiavenato, 2014; Knapik, 2012). Since, strategic management of people directly and positively influences the achievement of sustainable competitive advantage (Hamadamin & Atan, 2019).

In this context, in which organizations continually seek competitive advantage, Chiavenato (2014) emphasizes that it is necessary that strategic planning of people management
should be carried out based on competencies. In this way, the author cites some steps for the planning of people management based on skills:

1. Definition of the vision of the future and the organizational objectives to be achieved in the light of a given period.
2. Definition of the organizational competences necessary to achieve those objectives.
3. Assessment of competencies the organization already has.
4. Estimate of the gap between the required competencies and the competencies held by the organization.
5. Unfolding the gap in terms of organizational skills to be created or acquired.
6. Unfolding of the gap in functional competencies of each area of the organization (such as finance, marketing, production/operations/logistics, GP).
7. Unfolding the gap in terms of managerial or administrative competencies each executive or manager must possess to deal with their team.
8. Unfolding of the gap in terms of individual competencies that each person in the organization must possess.
9. Training and development (T&D) and organizational development (DO) programs for the internal construction of the required competencies.
10. Recruitment and selection programs to aggregate talent in obtaining the required skills externally.
11. Constant evaluation of results achieved and feedback to the system. (p. 72).

People management planning carried out by competencies, will provide organizations with a holistic view of the whole scenario and its management, which will result in a more assertive planning about present and future organizational scenario (Chiavenato, 2014). Thus, it is important for companies to implement the competency management model linked to people management. Because in the competitive world, it’s the people who add value and bring the competitive advantage and organizational sustainability that companies are striving for.

3 METHODOLOGY

In order to deepen the knowledge about the researched theme, the methodology used was the qualitative approach, being a bibliographic research, of an exploratory character. The purpose of bibliographic research is to understand various forms of existing scientific contribution on the subject to be investigated and to take into account the quality of the analyzed material. For Vergara (2011), bibliographic research is a systematic study resulting from material that has already been published and that is available to the general public. Thus the research was carried out in Scopus databases, Web of Science, Google Scholar, books, textbooks, thesis, dissertations, magazines and online networks.

And the exploratory research, according to Prodanov and Freitas (2013) aims to provide diverse information on the researched theme, establishing definitions and concepts. Consequently, the aim was to analyze the quality of the researched material, providing familiarity with the objective of the research in order to clarify it.

4 RESULTS AND DISCUSSIONS

In the contemporary world, characterized by constant changes and a great competitiveness, in which organizations are inserted, the demands for innovative and high quality products are increasing and many of these organizations find it difficult to act in this environment. And one of the factors that provoke this difficulty is the use of inadequate management models, without structured strategic planning, and therefore, they are unable to
obtain results that are satisfactory to maintain in this current competitive scenario. Thus, the competency management model is developed with the aim of integrating people management processes with organizational strategy, with the purpose of organizations having their competitive differential that they want (Banov, 2010; Brandão & Guimarães, 2001; Carbone et al., 2009; Chiavenato, 2014; Fernandes, 2013; Palacios-Marqués et al., 2013; Prahalad; Hamel, 1990; Silva et al., 2019).

Competency management seeks to manage the skills gaps that exist in the organization with the intention of eliminating or minimizing it, and that the competencies that the organizations possess are very close to those that were established in strategic planning. Therefore, to fulfill this purpose, it is necessary for companies to direct and encourage their employees to reduce these disparities between the skills they already possess and those that companies want and seek to have (Carbone et al., 2009; Gramigna, 2007 Takahashi, 2015).

In this sense, people management is of paramount importance for this process to be successfully executed, mainly by aligning its subsystems and processes to management by competence, seeking to develop and empower the professionals. As a result, the skills gaps are reduced or even eliminated (Carbone et al., 2009 Chiavenato, 2014).

All procedures of personnel management should be elaborated and structured with the purpose of meeting organizational objectives. It should reward and recognize the intentions and demands of individuals to contribute to business sustainability. So, it is necessary that the strategic planning of people management is aligned with the organizational strategy (Cardy & Selvarajan, 2006; Chiavenato, 2014; Galpin et al., 2015; Hamadamin & Atan, 2019; Jamali et al. 2015; Knapik, 2012; Ribeiro & Gavronski, 2021; et al. 2012)

The key driver driving the organization to competitive advantage is its intellectual capital. Therefore, it is the strategic management of people that seeks to manage the competencies, skills and knowledge of employees effectively and efficiently, which greatly affects the achievement of organizational strategic objectives (Hamadamin & Atan, 2019).

People management seeks to deliver "the skills that underpin (or will underpin) organizational success. A company will be innovative - it will have the competence of innovation - if it has innovative people; and people will be innovative if the management system encourages them" (Fernandes, 2004, p. 36). It is important to emphasize that the processes and subsystems of people management must be planned on the basis of competencies, linked to the competency management model implemented in the organization.

The results that have been observed in the companies that have implemented the competency management model, according to Carbone et al. (2009), are very promising. For, it is noticeable that the motivation of all those involved in the search and development of the professional skills desired by the organization grows, generating a greater engagement in work and a perfect alignment with the corporate strategy, besides the increase of productivity and organizational sustainability.

5 CONCLUSION

This work reviewed the theoretical fundamentals with the aim of contributing to a greater understanding of the importance of competence management as an efficient management system for organizations that wish to capture and retain human talent, aligned with the strategic planning of people management, in pursuit of organizational sustainability.

Thus, it was found that the competency management model presents as a methodology that seeks to manage the alignment between the competencies of its intellectual capital with the organizational competencies, in a continuous process and interconnected with the strategic planning of people management, with the purpose of meeting corporate objectives in an effective manner, maintaining competitive advantage and organizational sustainability.
The study also concludes that the processes and subsystems of people management linked to business strategy contribute positively and significantly to organizations achieving and maintaining business sustainability.

This research is suggested to people who have an interest in the researched theme, with the purpose of adopting new models and with the perspective of integrating organizational objectives with people's competencies, achieving the maximum purpose of making the organization more competitive, profitable and sustainable. Also, as a suggestion, the importance and need for new research that can expand knowledge about the researched theme is emphasized. For, the articulation of the thematic of management by competence and organizational sustainability constitute an extensive field of research possibilities still to be explored.

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