Exploring Managerial Competencies & Employee Well-being in Public & Private Organizations under Competency Management Approach: An Evidence from Pakistan

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Abstract

This research paper aims at providing a robust understanding about the managerial competencies in both public and private firms. At present, the competency management is widely recognized horizon in developed and developing countries. The paper attempts to explore how managers try to resolve the grievances at their workplaces. This exploratory study is qualitative in nature and data were gathered by conducting twelve semi-structured interviews with public and private managerial employees. The current research extensively focuses on exclusive competencies utilized by managers of public-private setups. Both the organizational learning theory and competency management frameworks helped to shape the managerial competencies. This study included work-oriented experiences and subjective perspectives of managers and the working styles were also identified. Drawing on the lens of organizational learning and competencies, peculiar informal practices and strategies were established and managed for effective management. The insightful research findings provide great debate that managers are encountered with many performance issues and they apply multiple competencies like planning & monitoring work, judgment ability, influence, communication, teamwork and integrity & self-awareness which significantly redress the employee impediments, performance pitfalls and organizational predicament. These competencies motivate the managers to perform well; ultimately they contribute in uplifting the organizational image from deterioration. The organizational learning theory has great contribution and it plays a vital role for establishing the manager-competences. The managers collectively need a more interactive approach and clear

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vision. It is noteworthy here that further research calls emerge for more explanatory mechanism based on subjective perceptions which produce a distinctive combination of factors which may influence and diversify the employee competencies.

Introduction

Background

In this globalized competition era, the employees are the most important and precious asset of an organization and they are referred to as human resource. Human resource is the real valuable asset for gaining the competitive advantages. It is the employees who create a distinctive edge for their organizations. Organizational performance varies on the basis of their remarkable human resource. The people working in various organizations must be competent enough for exposing to more vulnerable circumstances involving financial, accounting, marketing, recruitment, managerial, operational and performance impediments then they can play a more efficient and effective role in achieving both the short term and long term goals and targets, enhancing the profitable sales volume and most importantly in gaining the competitive advantage over the other competitors. With the rising and changing needs and demands of highly competitive markets, the companies need to response to diversified needs with efficiency and spontaneity. For this purpose, the participation and involvement of the employees and stakeholders is necessary for meeting the varying needs, enhancing the target market, attracting the customers, obtaining goals and image and retaining their large customer base.

Statement of the Problem

To explore the competencies of managerial level employees and their well-being at workplaces within contextual organizational settings in Pakistan.

Purpose of the Study

The major aims of this study are:

1. To develop an integrated competency framework effective for organizational managers to redress the organizational performance pitfalls.
2. To integrate the pros and cons of emerging competency framework into existing frameworks of managerial competencies.
3. To highlight the particular managers behavioral competencies in accordance with stress management techniques.

Significance of the Study

The justification behind adopting a competency model approach and the relevant themes is the fact that latest literature at a large scale seeks for the manageability of diverse competencies of employees who work in the key managerial positions in various departments. Recently certain management issues and clashes have been highlighted in the prior studies and their adverse effects on the internal stakeholders specifically on the middle and lower mid-level and clerical employees. A structural framework for the competence model needs to be properly designed by employing core subjective perceptions and experiences shared by the employees who are encountered with these obstacles and many research gaps have been tried to bridge here in this very study. The subjective measures which encompass the role of organizational management is a less-researched area yet which further invites some new horizons and themes to be explored under thematic analysis. The findings of this study tend to contribute originally in assessing the valuable views captured in structured interviews from managerial employees from public as well as private firms.

Theoretical Perspective

At present, the companies need to have a viable and justified combination of such a set of managerial competencies which can smoothly facilitate the overall processes, operation, results and outcomes of an organization. The structure of the article shows that how the idea of competences manageability evolve with the passage of time, the developing procedures of these attributes and some implications inherent in them and lastly the integration of competence manageability with the learning theory. This paper attempts

to launch a newly developed proposal with the emerging dimensions under the theoretical lens of organizational learning theory. Mutual interactions among the people, procedures and performance are stimulated and galvanized under the umbrella of organizational management approach (Murphy, 2014).

Theory of Competency Management

The top performing companies are seeking ways to connect the process of developing skills with the strategic goals. Learning cost rises when people at their workplace, don't perform their tasks. The learners should have the required skills rather than wasting their time. Employees have severe skill gaps pertaining to particular goals and respective business strategies. The competency management is embarked in assuring the connectivity between individual and organizational training plans and goals of business. Training plans may prove to be fruitful by utilizing the competence manageability (Smythe, Jenkins, Bentham & Oyebode, 2014).

Research Method

The research method used in this study is qualitative in nature. This is an exploratory study. The interpretivists paradigm has been employed for the purpose of the study. This study is inductive in nature in order to generate a theory after making in-detail analysis. It is a qualitative research therefore an interpretive and naturalistic approach is considered here.

Definition of Key terms
Competence

The concept of competence has been popularized all around the globe. The developed countries like USA, Australia and France has found to be greatly favoring this particular notion. It is vital to develop the managerial competences across the organizations. Job-specific knowledge, personality traits, attitudes and skills all are encompassed under one roof of competences (Becker, 2001). Competencies are established and molded as per the varying issues and the mutual interaction at their workplace performing specific and challenging tasks. Legitimate accountability procedures underscore the competence concept. Competence is surrounded by main axis such as form-

ing personality, socialization, education level and professional experience (Homer, 2001). Job mastery and real activity involvement are referred to as responsibility whereas when the abilities of superior executives, peers and subordinates for acting and responding to the emerging scenarios are recognized, is referred to as legitimacy. Competencies may be of functional, fundamental and technical nature in accordance with the particular needs and demands of their jobs which they have to accomplish with great care (Hoffmann, 1999). Literature depicts that competency is still vague to define as it covers attributed inputs for an employee to become more competent plus the training results and performance outcomes.

Organization Learning

Although extensive literature exists on the theory of organizational learning but still there are contrary views on the reasons behind effective learning. The vague productive outcomes and improvement in quantifiable terms are still a quite grey area require to be analyzed in a qualitative manner. The productivity is inevitable both in terms of quantity and quality. Many researchers tend to view the learning as a means to attain the competitive advantage sustainability. The literature perceives it as subjective basis for useful innovation techniques (Dodgson, 1993). Literature identifies the gap in proving and endorsing the concept of learning with competencies to achieve the sustained distinctive edges over the other competing organizations. The firms and institutions need to devise and organize the routine-task knowledge and scrutinizing the daily practices and the culture of organizations matter a lot in this regard. The workforce performing in different organizations requires the skill improvement and adapting their competencies. Learning in organizations involves various axes such as continuation of processes, attitudinal changes, collective endeavors, innovative reflections and knowledge dissemination. The managers need to jointly share their knowledge, insights, goals, targets, beliefs and values with learning perspective. The attempt is to convert the learning of individuals into collective aspects and the knowledge at individual level is brought into overall practices and performance (Ryan, Spencer & Bernhard, 2012).

Managerial Performance

The managers are usually known to be and work as the middle men and act as bridge from the top level administration to the lower staff and clerical employees. The Americans are of the view that competences must be functions-oriented and operation-centric. Government must participate in order to create and develop the competence in Australia. The work and education are integrated under social approach in France. Attitudes, skills, and capabilities are important to mobilize the resources (Sandberg, 2000).

Employee Well-being

Employees need to be competent enough in terms of their education, skills, attitudes, personality, job-specific responsibilities, job description and job specification. The managers have to play a supervisory role in their respective departments so that they can minimize the operational costs, per unit and total costs and maximize the profitability and outclass performance. Employees could make their performance and the standards of living better if they prefer the optimistic working styles at their jobs. Employee well-being is a newly emerged concept in the organizational goals to retain the workforce and make them more committed (Murphy, 2014).

Delimitations

The study is delimited in order to avoid the inadequate research planning which is accompanied by the unclear generalizations. The boundaries of the study design are set clearly here. The study is narrowed down to a particular group of managerial level employees serving in both public and private firms. The competencies of these employees are the subject matter of this study. The field of study is the organizational settings and the managers who are focused here in this exploratory study. The participants of this study particularly talked about and shared their experiences pertaining to the core capabilities which they used to exercise and implement at their workplaces and jobs. The delimitations of this study are mentioned to clarify and restrict the specific boundaries of this research study which is followed by the proper research orientation.

Limitations of the Study

1.   With the ever-changing globalized demands, the managers have to de-

pict their diversified qualities in terms of leading by example, motivating the subordinates and uplifting the morale. There is a need to consider the multi-dimensional constructs for management practices in upcoming studies.

2. Cross-cultural comparisons could further be conducted involving diverse range of behavior of managers to understand the cultural differences across the world.

3. The sample size could further be increased inviting more number of participants from some non-profit organizations to share their views.

4. The implementation of competence framework and its pros and cons could further be analyzed across the three sectors public, private and welfare organizations.

5. The findings are peculiar and context-specific, required to be cautiously extended to other settings. The study could be expanded in the emerging economies.

6. The further researches may explore the associations of managerial ties with the mechanisms of organizational learning.

7. Under a highly uncertain country conditions, the new orientations may be explored to overcome the growing challenges and impediments within the organizations.

Literature Review

This section reviews the vast literature including latest relevant studies. The literature covers the critical analysis also by which many gaps were pinpointed.

Kwong (2011) identified the need for competent medical practitioners who could address the multiple cultural and linguistic issues of diversified people in health field in America. The growing population diversity demand diverse ways of satisfying them. This qualitative study used structured interviews to analyze the data collected from experienced medical practitioners and professors of medicine. Each and every line was transcribed to code and categorize the views and talks. Intellectual aspects include medical knowledge and knowledge about culture. Components of attitude cover flexible cognitive ability, appreciating culture and learning spirit. The integrative dimensions cover integrative evaluation, integrated process of

intervention, and cultural involvement. Emotional aspects include cultural awareness, reflective capacity and diverse knowledge.

Koenigsfeld, Youn, Perdue and Woods (2012) investigated the competencies of managers in private clubs in America. The study was based on model of 5-competency domains in clubs. 800 randomly selected managers participated for the purpose. The technical, administrative, leadership, creative and interpersonal domains were identified. But out of these, the interpersonal and leadership competencies were largely rated managerial competencies. These findings are in line with the prior results of hospitality segment. The managers working in private clubs require the competencies of interpersonal and leadership.

Ryan, Spencer and Bernhard (2012) investigated the presence of competencies and underlying relationships between 15 managers involving their leadership competencies to gain profitability for their business units and found that the competencies are valid across cultures. The respondents were of the view that competent managers are absolutely top performing. Interviews based on critical incidents were undertaken from these managers and thematic analysis was employed to code the interviews systematically. The competencies were then behaviorally assessed in questionnaires from 70 business leaders in USA and EU. The fast growing profits can be predicted with the competence level of managers and leading personnel. Variations in business units profits can be observed under 4 competencies like motivation to achieve, influence, judgment ability and leadership by teams. A large sample of people who perform average could be considered for exploring the competence subject.

Nuntamanop, Kauranen and Lgel (2013) presented the model for competence involving strategic mindset. Data were gathered from published documents, observations and interviews. Leaders of business firms were the sample cases who were running blue chip Thai companies. The strategic thinking styles are embarked in 7 new features which influence the formulation of strategies, performance and strategic actions. The thinking abilities were like objectivity, conceptualization, creativity, vision-oriented, synthesis, learning and analysis. Respondents seemed to be potentially biased to provide positive data so the accuracy and legitimacy need to be investigated as generalizability issues prevail here. The reduced constraints are observed

in results interpretation of qualitative study when literature and empirical findings are analyzed.

Wang (2013) examined the linkage of career competencies with success of careers and established a model of career competency for career development. Data were gathered from a large sample in hotel industry and SEM was analyzed using Amos. It was found that career competence model is multi-dimensional impacting the career success in food and beverage section. Competency pertaining to career control and adjustment mainly affects the success level of careers of employees.

Ismail, Kassim, Amit and Rasdi (2014) cross-sectionally examined the effects of competencies, attitudes and orientation of managers on his role towards corporate social responsibility (CSR). This was an exploratory study. 112 CSR managers of CSR-applying enterprises in Malaysia participated who were systematically chosen using random sampling method. Data were regressed and results indicated that the CSR managers have high level of competence, orientation and participatory role but not for managerial attitudes. The role played by managers for implementing CSR is highly and significantly affected if the managers are more competent and oriented towards ethical and economic responsibilities. The study has limitation of restricting only to the predicting measures for a specific industrial area.

Mesa, Ferreras, Alegre and Chiva (2014) explained the association between the competent IT specialists and the successful commercial innovative activities. Data were collected from 186 firms and SEM was used to analyze the results. The competencies in IT field are the critical factors for learning these capabilities. There is a direct linkage between learning these IT competencies and their successful implementation. Being a cross-sectional study, results are constrained to depict the causal effects. The study puts an original contribution in organizational learning perspective; IT literature gets enrichment due to the relationship between the competence and innovation.

Poon and Brownlow (2014) identified the expectations regarding competencies for the professionals of property in Australia. The people working in property profession were having varied backgrounds. Competencies namely attributes, knowledge and skills are required to perform their duties in an effective manner by property professionals. Data were collected through

questionnaires and analyzed by content analysis. The practical experiences, communication in writing, creativity and valuation of real estate are vital factors for construction industry.

Smythe, Jenkins, Bentham and Oyebode (2014) discussed how to develop a framework for competence to facilitate the staff and workforce in context of specialized services for dementia patients. Competence framework was devised and developed using purposive methods under a qualitative approach. Data were collected from interviews, questionnaires and focus groups. Literature was synthesized with content analysis for this purpose. Mainly 8 dimensions were envisaged in competence framework such as effective working skills, assessing techniques, promoting patient well-being, professional ethics, developing personal skills, behavioral understanding, focus on physical and psychological improvement and leadership quality. The views of users of these services can further be known in detail. These findings originally contribute in facilitating the curriculum for training.

The Gaps in Critical Evaluation of Literature

Literature contains the latest studies here and it pinpoints some key research gaps regarding the managerial behaviors which need to be evaluated and addressed in order to enhance the employee productivity and overall results and outcomes of an organization. These gaps which are needed to be addressed are as follows:

- ☐ The behavioral constructs like support by the managers need to be unpacked in the upcoming qualitative researches.
- ☐ In many empirical studies, the well-being of employees has been linked with different managerial behaviors which should be approached qualitatively.
- ☐ The strain level of employees involves variations which are beyond and above the global elements of work design are explained by the specific behaviors shown by the managers.
- ☐ The undue influence and pressures exerted on the managers create some performance impediments and hindrances.
- ☐ Stress and strains are minimized when the managers treat their subordinates in a fair interpersonal manner and show individual-based considerations.

- ☐ Well-being and health of employees are significantly influenced by the interventions involving behaviors of managers.
- ☐ The perceptions and views of managers require to be thoroughly investigated employing some content analysis which has not been used earlier to illuminate the micro-details at their workplace.

Theoretical Construct

There has been no focus on ongoing development and collective approach so far which has prevented the organizations to opt for some modern mechanisms in the current set-ups. The organizational learning theory promotes the visionary processes and interactive working styles. This theory and the competency management provide the base for theoretical constructs on which the whole concept is based on. The organizations nowadays are facing troubles to design and manage the abilities and competencies of their employees. The diverse workforce is recruited in dynamic setups and large opportunities can be availed from the diversified employees to earn larger returns and competitive edge.

Research Methodology

Research Questions

1. Which dimensions and reasons galvanize and stimulate the public and firm managers to show various competencies and how these major themes emerge among them?
2. How do the managers talk about and share their views and experiences pertaining to their jobs, workplace climate, ethical dilemmas and performance impediments?
3. When the managers need to take corrective measures for improving performance outcomes?

Setting

The developing countries like Pakistani firms' experiences were focused because the socio-political environment doesn't facilitate the ideas and practices of managers. The applicability of the concepts and models in the Western world to the developing countries were researched in this study.

The selected Pakistani companies located in Lahore and it was convenient to gather data from these companies. This exploratory study is primarily qualitative in nature.

Population

The total population for the study was the managerial level employees of the public and private enterprises in Pakistan. Out of this population, the sample of twelve public & private companies was chosen in order to address the purpose of this study.

Data Source

The primary data were collected by conducting semi-structured interviews. The purposive sampling was used in order to understand the contribution of organizational learning theory for developing managerial competencies and the data were collected by the officials and managers of the companies. Twelve officials are selected with the help of convenience sampling first and then followed by snowball sampling. These companies are selected from different areas so that a diverse view point could be obtained to deeply know the phenomenon of competency management as the responses of managers and officials are different for which companies have to adopt different strategies to control this critical phenomenon. Both the public and private firms belong to various industry sectors such as communication, automobile, banking, media, construction, education, food inspection and anti-corruption.

Ethical Considerations

☐　The study was conducted with being aware of the ethical considerations and complied with the professional and ethical guidelines and procedures.

☐　After proper preparation and training, the welfare and rights of the human subjects have been protected.

☐　The secrecy, interests and identities of the employees have been protected.

☐　The guarantee was given to the participant for the confidentiality of the information given by them.

☐ The data collected were stable and reliable. The results are adequately credible and accurate to address the research questions.

Research Design

A qualitative and interpretive approach was used here in this study. Research design includes a collection of beliefs of a researcher about the nature of knowledge and acquiring that knowledge from the world. There are two major research paradigms prevailing in research (Bryman & Bell, 2009; Cresswell, 2012). Constructivists believe on the multiple realities and subjective meanings of a social action by seeking an understanding of the world in which they live and work. Interpretivism is linked with qualitative method of subjective data based on text and images. Moreover qualitative approach is inductive in nature used to generate a theory making an in-depth analysis.

Interview Instrument and Protocol

The interview schedule (see Appendix 1) comprising of the open-ended and semi-structured questions was used as an instrument to collect primary data. The participants and settings are quite diverse and dynamic in nature so the qualitative research requires constant evolution of data collection tools. This protocol was difficult to design as it had to include the most relevant concepts and issues. This interview schedule was based on ideas of authentic literature review along with the objectives and questions of this study. There was an attempt to design the instrument with a view to cover the core dimensions of the main purpose of the study.

Data Analysis Strategy

The qualitative research software called QSR NVivo 10 was employed as a tool of data analysis. In NVivo software, firstly data were transcribed into textual form and then imported in respective self-created folders in internals. The interview responses were coded using manual coding method. After transcribing the data, main themes were extracted and coded. Using auto coding method, case nodes along with parent and children theme nodes were created and data converted into these nodes. After the classification of data, Queries namely word frequency, text search and matrix coding queries

were run in order to generate the word trees of data. Finally, the research model of this study was explored by choosing all main themes which were coded into and linked with both case nodes and theme nodes. Being an exploratory study, content analysis was also applied. The results were exported to some other destination and saved them.

Semi-Structured Interviewing & Transcriptions

Data were collected for how the managers working in different organizations share their perceptual views and subjective knowledge within the context of Pakistan. The method of interview protocol was more feasible for the purpose of this study. Total 12 in-depth interviews were conducted from the managers working in various public and private enterprises. Open-ended questions help to evoke responses that are meaningful and culturally salient to the participant, unanticipated by the researcher, rich and explanatory in nature.

These recorded interviews were carefully line-by-line transcribed then analyzed in software QSR Nvivo 10. The transcriptions depicted true and accurate picture of the perceptions and experiences of the participants.

Findings

Participants

The twelve participants with whom semi-structured interviewing were undertaken for purpose of this study were Mr. A, Mr. B, Mr. C, Mr. D, Ms. E, Mr. F, Mr. G, Mr. H, Mr. I, Ms. J, Mr. K and Mr. L.

Data Analysis Strategy

Once the data were collected, it has been analyzed after coding and linking to the case nodes and theme nodes. Framework matrices were developed, queries were run like the word text and word frequency queries. The thematic analysis helped to explore the main themes out of the qualitative data.

Data Analysis and Coding

The interview data were coded at existing nodes and then linked with the nodes. Coding helps to put the material into references of nodes.

Thematic Analysis

Data were analyzed after transcribing the interview data. Thematic analysis is a technique in which the qualitative data were thoroughly analyzed and some peculiar themes are identified, extracted, analyzed and reported. The patterns are identified within which the data by which the themes emerge and become significant categories of analysis. It has been used within the theoretical framework of study. Thematic analysis provided flexibility, enrichment and more comprehensive demonstration of data. The purpose of this study is well-achieved under thematic analysis as the subjective-nature views of managers were interpreted first and then the data were presented in a way in which the information provides peculiar findings. Thus the objectives of this qualitative study could have been achieved by using the most-fit and suitable method of thematic analysis. Data were coded in the software and unique themes were extracted out of this coding. The models of this study have been established and explored under the competency management framework.

Summary of Frequency Queries

For the purpose of analysis and results, firstly the word frequency query was run to observe how many times the words of themes have been repeated by the participants like planning 126 times, goals 21 times, targets 34, monitoring 32, work 169, positive 114, feedback 17, influence 28, performance 40, employees 47, manager 83, subordinates 47, effective 80, communication 75, coordination 34, productive 23, judgment 26, decisions 96, significant 71, team 76, team work 25, commitment 47, organization 111, outcomes 110, encourage 42, cooperative 28, efforts 33, implementation 27, coordination 34, critical 38, customers 18, challenging 31, tasks 86, integrity 26, ethical 16, dilemma 17, stress 42 and self-17, awareness 18 times. Since each respondent repeated the same word periodically so the word frequency count exceeds the number of respondents. Respondents were of the view that it becomes a bit easier to achieve the goals and targets if the employees are somehow empowered and provided some positive feedback, duly motivated, recognized, and given some rewards for performing well. These are some emerging themes out of the main themes of this study.

Both the well-being of employees and the overall image of an organization

are in fact reflected by the operational quality, service quality and profitable sales volume of a firm. The customers are now more inclined towards the amicable and cooperative staff and quality of products and services provided by an enterprise. The results can be evident in form of tree maps given below:

Analysis & Results

Integrated Model of Study
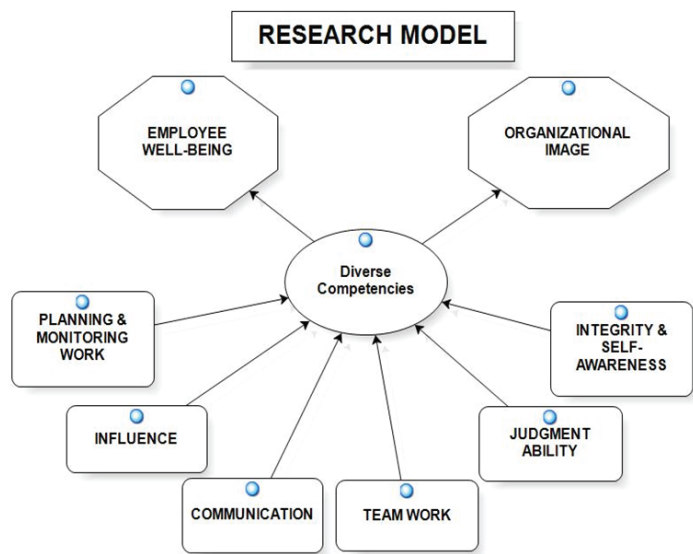
**Theme 1: Planning & Monitoring Work**
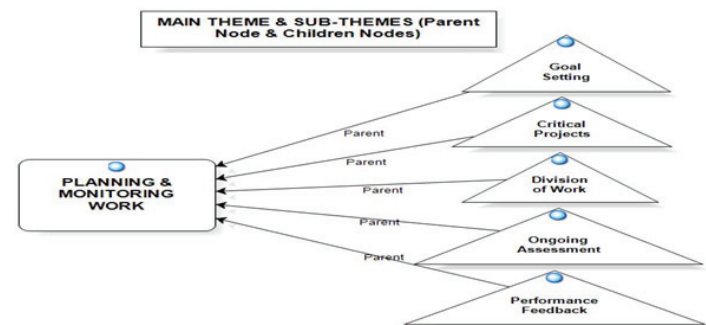
Interpretation

Effective goal setting depends upon planning; if there is no planning then there are no fruitful results. Planning is mandatory for achieving the desired outcomes. Planning is the first and foremost step in every job. He tries to

promote the smart goal setting. Planning involves like how to maximize our shareholders' wealth, how to satisfy the customers, how to maintain and assure the quality in products. Planning and the ongoing "check and balance" simultaneously are very essential. Performance feedback is inevitable to assess whether the desired outcomes or fruits of planning have been achieved. To plan the things in departments like purchasing, production, quality control, marketing, designing, finance, and accounting. The fruitful effects of planning are multiplied when the operations are followed up on continuous basis. The tasks which are planned before handedly, meet their targets and criteria. Every job activity demands effective planning and time management for saving valuable time. Continuous monitoring is required. If they put no check and balance, people become more relaxed and use delay tactics for their duties.

**Theme 2: Influence**
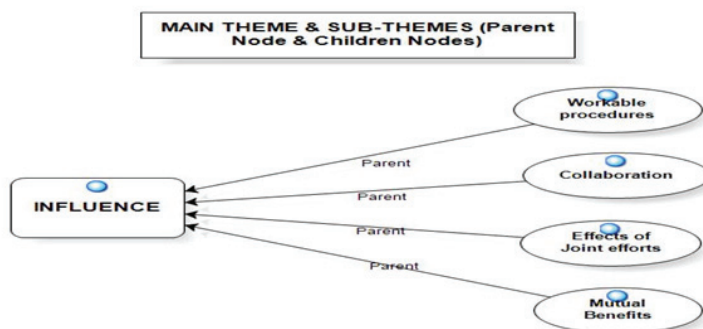
Interpretation

Every person has his own importance and role. Corruption is there in almost every public sector organization. The self-accountability and encourage the peers for response. Win-win strategies are easy to calculate. Employees are the organizational pillars. They give positive results and feel themselves satisfied and motivated. This approach gives employees a sense of ownership and he believes in "Pay for performance." The positive gestures like helping others automatically result into win-win outcomes. Institutions could not be run by unnecessary influences. Mutual benefits approach is a rational approach and a workable strategy. There is no compromise on the basic principles but still the senior staff requires due diligence.

Theme 3: Communication

Interpretation

When the employees become more coordinated, collaboration increases which eventually leads to positive performance. Human beings are the most complicated machines to deal with. It is difficult to work with and through people. There should be no communication gap because it has damaging effects on the team as a whole. The sender and recipient of message must be on the same page. Open communication is very essential. It is difficult duty to keep his subordinates on track. A pro-active approach initiates an open-door policy. Communication is the idea-sharing which should be encouraged. Communication favors the mutual knowledge sharing. The operations are not fully viable unless the top executives and policy-makers may not convey the desired objectives to the grass root level. Communication leads to the enhanced cooperation among the employees. Giving respect, appreciation and acknowledgement are the key attributes which change the mood and tone of employees and help in getting difficult jobs through the subordinates. Communication and coordination are mutually concerned and essential parts of collective performance to accomplish tasks logically. Without coordination, effective outcomes can't be achieved. The intra-departmental and inter-departmental collaboration results into sophisticated and beneficial outcomes.

Theme 4: Team Work
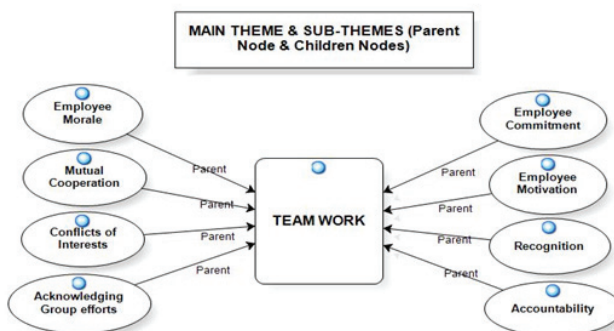
interpretation

Effective training sessions are arranged where people find an opportunity to share their ideas as their thoughts are active and probe the pros and cons

of activities. When people interact, they give rise to conflicts of interests which affect their productivity. The team wants to be encouraged and ap-preciated in a positive manner. Clashes arise among people and it is all part of game. One should try to resolve the conflicts by reconciliation. Good mangers support their employees with clear direction and removal of "Red Blocks". Teams should be encouraged by 3 R's prevail in our organization respect, recognition and rewards. It helps to increase the commitment level of the employees to perform better with accountability and transparency. The teams must be given motivation for their promotion and morale up-lift. Optimal outcomes are the ultimate consequences of teamwork. Time is saved and efforts go outclass. Time and cost benefits could be achieved by teamwork. Efficiency and effectiveness are achieved by tem work. Divi-sion of work is required in teamwork for balance. The team efforts give the **synergistic results.**

Theme 5: Judgment Ability
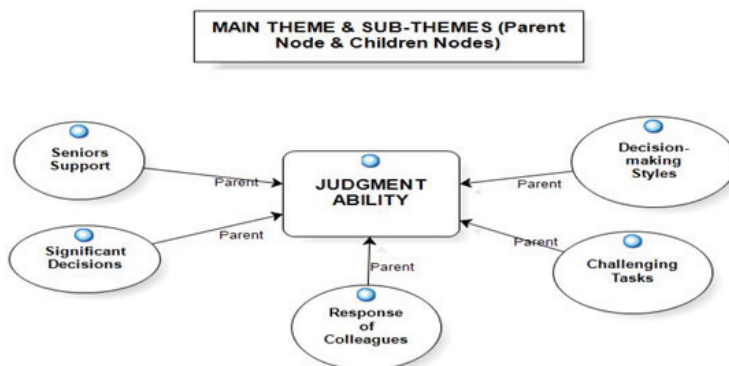
Interpretation

It is very challenging to deal with humans. Keeping in mind the trickle-down effect, subordinates require the right path and direction for their ma-jor concerns about their job security. Employees follow managers not com-panies, so mangers are the driving force that create and maintain a thriving work atmosphere for their employees. A cross-functional collaboration should be promoted before initiating any crucial decision. They adopt a logical and step-by-step approach selflessly for soft and hard decisions. It is challenging to analyze the critical factors which determine the needs and

wants of customers. The activities performed after proper brainstorming, the challenging tasks become a piece of cake. The style of decision making depends upon the nature of decisions. Honesty, impartiality and truth contribute in taking decisions. The most important thing is the commitment level of employees. Decisions are made on purely meritorious grounds. Numerous challenges are there like the organizational, operational and most importantly the legislative challenges.

Theme # 6: Integrity & Self-Awareness
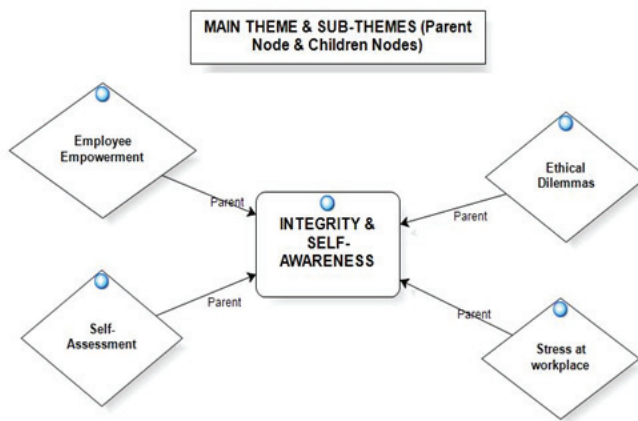
Interpretation

The self-accountability is emerging in public and private firms. To every boss, there is a boss. Give-give approach is adopted that one has to put his utmost best. A good manger must have communication skills to promote friendly work environment. There should be such an atmosphere where everyone feels to be valued; sense of ownership must be given to everybody. A good manager must promote trust and should cut down the conflicts of interests. Managers concentrate on solutions and remedies not problems. Employee empowerment is a concept being encouraged. It is an ironic tragedy in this country where so much political influences are exercised by the stakeholders of the state. The high uncertainty prevails and creates problems. The governmental support for the private sector is negligible. Stress is faced in terms of institutional pressures, life threats and the political pressures to suppress the scams of elite class.

Planning and monitoring work is highly related with the sub themes such

as goal setting, critical projects, division of work, ongoing assessment and performance feedback. Influence is related to workable procedures, collaboration, effects of joint efforts and mutual benefits. Communication is associated with work done through subordinates, message or idea interpretation, coordination, communication gap and collectivism. Judgment ability is related to decision-making styles, seniors support, significant decisions, challenging tasks and response of colleagues. Team work is related to employee morale, mutual cooperation, conflicts of interest, acknowledging group efforts, employee commitment, employee motivation, recognition and accountability. Integrity & self-awareness is significantly related to employee empowerment, self-assessment, ethical dilemmas and stress at workplace.

Summary of Overall Research Findings

Research Questions	Themes	Sub-Themes	Theoretical Lens	Significant Contribution
How do the managers talk about and share their job related experiences, workplace climate, ethical dilemmas and performance impediments?	Planning & Monitoring Work	Goal setting	Organizational Learning Approach + Competency Management Theory	Theoretical perspectives of competency management and organizational learning approach provided effective stance in bridging the gaps found in literature particularly in case of Pakistan.

The idiosyncratic interplay of job-oriented peculiar attributes, behaviors and managerial decisions in public & private organizations. |
		Critical projects		
		Division of work		
		Ongoing Assessment		
		Performance Feedback		
Discussion Which dimensions galvanize the public and firm managers to show various competencies and how these major themes emerge?	Influence	Workable Procedures		
		Collaboration		
		Effects of Joint Efforts		
		Mutual Benefits		
	Communication	Work done through Subordinates		
Sub-Questions Which diverse competencies of managers at their workplace within contextual settings of organizations in Pakistan? How to develop an integrated competency framework effective for organizational managers to redress the performance pitfalls?		Message Interpretation		
		Coordination		
		Communication Gap		
		Collectivism		
	Team Work	Employee Morale		
		Mutual cooperation		
		Conflicts of Interests		
		Acknowledging Group Efforts		
		Employee Commitment		
		Employee Motivation		
		Recognition		
		Accountability		
	Judgment Ability	Decision-making styles		
		Challenging tasks		
		Significant Decisions		
		Seniors support		
		Response of Colleagues		
	Integrity & Self-Awareness	Employee Empowerment		
		Self-Assessment		
		Ethical Dilemmas		
		Stress at workplace		

Discussion

The behaviors and attributes along with the personality traits of managerial employees are strongly related to well-being of employees. The employees are proved to be more productive when their supervisors and managers show characteristics developed in this study. This study is designed in such an effective and efficient manner that depicts the greater productivity, enhanced morale, motivation to achieve goals and the positive performance shown by the workforce of the organizations. The organizations are not only inclined and pushed towards their set targeted goals but they are enabled to obtain the optimal results in a successful manner. The top to bottom hierarchical structure in which the major role is played by the managers who secure important positions in implementing the rules, regulations and policies devised by the top administration to take them to the middle and lower staff.

The data analysis displays that all the extracted themes are quite significant. As per the competence framework, the behaviors and skills have been combined to facilitate the managers for organizing the work in a fruitful manner. The required efforts for expected outcomes by the individual employees and the style of carrying out these activities are articulated in form of competencies. According to thematic analysis, the structure and framework designed for the purpose of this study provide strong opportunities and benefits in terms of increased productivity, achievement of goals and objectives, reduced costs, greater turnover, higher profitability and astounding organizational performance. Participative approach, optimal resource mobilization, workload manageability, mutual benefits and communication are the key findings of this qualitative study.

The two way characteristics which should prevail among the managers and the subordinates such as the smart goal setting under strategic planning along with the on-going monitoring is very essential and likewise the open communication, increased coordination, and enhanced cooperation in combined teamwork are significantly vital in explaining the performance weaknesses. The styles of decision-making namely to adopt a rational decisions, a collaborative approach and activities for gaining mutual benefits play a significant part in impacting the performance of employees. The techniques to manage the strain and stress in order to reduce the workload pressures and job stress are also necessary to enhance the employee input level and efforts.

The endeavors put by the managerial employees for more inclination towards the win-win outcomes plays a contributory role and give employees a sense of ownership and their commitment level towards their organization is sky high. Conclusively it can clearly be seen for the analysis and results that peculiar interventions and characteristics should be developed and adopted by the managers to ensure adequate capabilities, behaviors, attributes and skills to manage the operational activities and their subordinates to make the organizations as benchmarks.

Conclusion

This paper provides insights while exploring the competencies which are sufficient enough to be related to organizational profitability and growth. The models designed for competencies can practically facilitate in recruiting and selecting the employees, training them, providing quick feedback and managing the overall performance. Competencies of the people, workforce, staff, managers i.e. human resource owned by an organization legitimately reflect the assessment of organizational performance.

The strategic competence model provides such a facilitating structure for human resource developers to design effective trainings and for developing useful strategic thinkers. The managers and leaders can also take help in devising the strategies for uplifting the organizations in terms of long term profits and performance. The strategic thinking patterns promote and motivate the overall management in terms of effectiveness and efficiency.

This competence structure can practically help and facilitate the medical professionals, business managers and trainers to recognize the strong and weak points regarding attitudes, knowledge sharing and skills to pinpoint the new horizons of developing competencies and remove them using effective training. The core cultural dimensions need to be integrated like cognitive ability, learning spirit, vast knowledge and integrated evaluation. The literature has not illuminated these findings as such combination of competencies has not been discovered before. The career competence model provides dimensions such as planning and recognizing careers, resource mobilization, job attitudes, communication, workplace safety, skills of problem solving, teamwork, self-management, seeking careers, ethical issues and networking skills particularly in case of hospitality and tourist

industry. This study sheds light on and reviews the existing frameworks. The personal managerial qualities play an inevitable role and the willingness of managers to develop and promote the corporate social responsibility. The practitioners could have facilitation by combining the competence, attitudes and orientation for ethical, legal, economic responsibilities. The corporate image and goodwill of an organization is reflected by its desirability of implementation. The role of managerial employees can further be explored to facilitate both the developers of human resource and the CSR practitioners. The construction companies and professionals may take guidelines from competency framework values like knowledge, attributes and skills for constructing and redesigning the real estate.

Recommendations & Implications for Theory, Research and Practice
The current research broadly validates the framework of competencies exploring the core dimensions pertaining to work-centric behaviors and personality attributes. The Meta traits and synergistic consequences might facilitate the policy makers to clarify the managerial behaviors vital for managing performance.

- Competency framework helps the behavioral changes which develop the interventions and ensure the mangers to have adequate abilities, skills and attributes. The hotspots like teams and departmental units might be controlled by these interventions and mechanism.

- The government may find ample opportunities competence management to devise policies and integrated campaigns for searching out effective management and leadership resulting into synergism. Some gaps found in this framework such as emotions manageability and conflict management need due consideration.

- The management standards require such policies to be devised regarding the framework of competence mapping and an effective mechanism to give a tool for employer encouragement in implementing the standards. The behavioral changes and stress manageability are facilitated; such intervening behavioral and practical tactics are developed for boosting proper skills and capabilities to magnify the management outcomes.

At present, managerial staff in organizations must be given training for establishing new professional attributes which can help dynamic needs of managers in near future. Competent managers give a snapshot in current age for the incorporation of changing trends and new roles in the industry. The competence level is measured in terms of leadership quality and inter-personal skills of employees in an organization.

The federal government should take such optimistic initiatives which might provide integration campaigns on innovative procedures, quality leadership, and rational decision-making with a view to adopt a collaborative approach as there requires an emphasis on mutual benefits for both the individuals and the organizational interests.

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