



## Competencies Required for a Human Resources Management Manager in Light of Modern Practices

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### Abstract ;

In the era of the Fourth Industrial Revolution, its technologies transformations, it has become necessary for human resources management to change dynamically, and therefore keep pace with these rapid changes. However, the success of human resources management in keeping pace with these modern changes is linked to the extent of the competencies available in its manager, which are classified into four main categories: cognitive competencies such as organizational awareness, business acumen, etc., technical competencies such as digital cooperation, the use of digital tools and technologies, and leadership competencies, including change management, conflict management, stress tolerance, etc Finally, behavioural and personal competencies such as confidentiality, respect for principles, continuous learning.

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## **1. Introduction**

Given the tremendous developments and the rapid pace of events that mark this decade, as a result of market globalization, digital transformation, and the use of modern technologies, institutions today face a constant challenge to keep up with these changes. This has led them to make fundamental changes in their methods and work systems to improve performance and achieve success. Among the departments that play a central role in facing these challenges is modern human resource management, which oversees the most valuable resource of the institution: the human element.

However, the success of this management in keeping pace with change depends on the presence of competent leadership capable of supervising, providing, developing, and maintaining a suitable environment for work and success. Here lies the importance of the human resource manager, who is the vital link between the administration (institution) and the employee, and the main driver of success. This great responsibility requires high competencies that combine administrative requirements with leadership and communication skills, in addition to the ability to adapt to market demands.

In this presentation, we aim to answer the following main question:

**What are the essential competencies that a human resource manager needs to keep up with modern human resource management practices?**

To address this question, we start from the following hypotheses:

- Recent transformations — especially technological ones — have affected the working methods of human resource management, which has shifted from a traditional administration to one operating under modern methods.
- A human resource (HR) manager cannot effectively perform their role under modern practices without possessing additional competencies.
- Cognitive, technical, leadership, behavioural, and personal competencies are all essential for the HR manager in light of modern practices.

This study aims to:

- Explain the traditional tasks of the HR manager and the competencies required for them.
- Highlight the new additional roles and modern practices of HR managers amid rapid transformations.
- Present the competencies needed by HR managers to cope with these modern practices and changes.

We will rely on the descriptive method to describe modern HR management practices that align with fast transformations, as well as to describe the competencies required of HR managers under these new practices.

Accordingly, the study is divided into two main sections:

**First:** Competencies of the Human Resource Manager, This section recalls the concept of the HR manager and their basic tasks, then presents the main concepts and dimensions of competencies.

**Second:** Competencies of the Modern Human Resource Manager, This section presents the modern practices of HR management and highlights the essential competencies required of HR managers today.

## ***2. Competencies of the Human Resource Manager***

According to resource-based theory, the institution is considered a collection of heterogeneous resources both material (such as equipment, technology, and raw materials) and human (represented in the knowledge, abilities, and behaviours of individuals working towards the institution's goals). The importance of these resources varies depending on each one's capacity to create value and achieve a sustainable competitive advantage that is difficult to imitate. This can only be achieved through the presence of highly competent human resources, particularly a skilled HR manager, who plays a key role in managing these competencies to achieve the desired goals.

### ***2.1 The Human Resource Manager***

The HR manager is one of the most important sub-managers in an organization, responsible for managing one of the key production elements in coordination with other departments.

#### ***2.1.1 The Concept of the Human Resource Manager***

According to Ali Al-Salmi, the HR manager is the person responsible for managing the human element in the organization, considered the most essential and valuable production factor (1998, السلمي). They are also responsible for the effective administration and optimal utilization of employees within the company (Ochieng, 2023). Because this role directly affects one of the most important production factors, the HR manager is viewed as a strategic business partner, since the success of the institution depends on the competence and capability of its human resources.

The HR manager also acts as a link between employees and administration, working to create harmony between administration goals and employee interests (Guest, 2012). Thus, the HR manager is the person responsible for organizing and managing the human element in the institution, as they ensure that the right workforce is available in both quality and quantity to serve the organization objectives, develop it, and retain it through various methods. The HR manager is also responsible for conveying employees' voices to management on one side and motivating their performance to achieve management goals on the other.

### **2.1.2 Tasks of the Human Resource Manager**

The main function of the HR manager is to formulate policies, procedures, rules, and programs related to HR functions and ensure their implementation as it was planned (Henarath, 2012).

According to Ulrich, the HR manager plays four key roles: strategic management of human resources, management of transformation and change, management of HR infrastructure, and management of employee contribution (Guest, 2012).

This confirms what was previously mentioned: the HR manager works to achieve the goals of both sides (employees and the organization). For employees, this includes providing training and development programs, a fair and strong reward system, and a suitable work environment. For management, it involves implementing the institution's strategic policies.

The tasks of the HR manager can be divided into two parts: organizational tasks and directive tasks. These are explained as follows:

#### ***Organizational tasks:***

- Define relationships between departments and functions within the organizational structure.
- Organize the material infrastructure of jobs.
- Establish policies and procedures for recruitment and career development.
- Create and periodically update an employee information system.
- Monitor wage, reward, and disciplinary systems.
- Ensure that work procedures comply with laws and policies.

#### ***Directive tasks:***

- Contribute to the institution's strategic planning.
- Implement employee development programs.
- Monitor and evaluate employee performance.
- Resolve conflicts.
- Provide a healthy work environment.
- Motivate employees.

## 2.2 The Nature of Competencies

Human competencies are considered the driving force of economic growth and national development at a macro level, and a source of competitive advantage for institutions at a micro level. This is because they contribute to the development of both work and the economy as a whole. The term competency has become one of the most commonly used concepts in our professional, educational, and even daily lives.

### 2.2.1 The Concept of Competencies

The best way to define competency is through the traits of a successful performer. Competencies relate to the people who perform the work, not to the work itself. Therefore, anything that contributes to successful work results is considered a competency (العجالي ع، 2022).

Competencies can be defined as the ability to combine (or integrate) an individual's personal resources, such as knowledge, skills, physical abilities, culture, and values, with environmental resources, such as databases and professional culture (إبراهيم ب، 2016).

One of the experts in competency management, Le Boterf, defines competency as:

“The ability to mobilize, mix, and coordinate resources within a specific process, in order to achieve a defined and assessable result, whether individually or collectively”. (أنيس ك، 2017)<sup>8</sup>

Both definitions emphasize that competency consists of a set of resources related to the individual and the workplace. This idea was also confirmed by the French Association for Standardization (AFNOR), which considers competency as being linked to both the individual and the job, defining it as: “The use of one's abilities in a professional situation in order to achieve optimal performance in a job or activity”. (قرواطي، 2018)

Competencies also represent the sum of knowledge, skills, attitudes, values, personal traits, motivations, and behaviours that influence an individual's performance at work, as well as the functioning and overall performance of the organization. (Nikola, 2024)

In general, competency refers to the totality of knowledge, skills, and behaviours a person possesses in a specific field, which make them stand out from others and have a direct impact on their job performance.

### 2.2.2 Dimensions of Competency

The Anglo-Saxon approach identifies five dimensions of competency, while the French approach simplifies them into three: knowledge, skill, and behaviour, which is the most widely adopted model.

- **Knowledge**

Knowledge refers to the set of data, information, facts, and studies acquired by an individual through learning or research. However, it becomes effective only when it is used, enabling the individual to interpret phenomena and apply it in practice. Knowledge is not merely information acquired through study, but also includes the mental processes and purposeful connections the individual makes between pieces of information, which help them perform tasks and solve different problems (Nikola, 2024). Thus, knowledge requires interaction between the mind and reality, using what is learned to solve problems and make decisions.

- **Skill**

Skill is the ability to act concretely according to predefined goals. It represents the sum of concepts acquired through practice and varies across managerial levels depending on the nature of the tasks performed (إبراهيم ب, 2016). Skills help individuals perform their jobs faster and with less physical or mental effort. Skills can be: motor, psychological, digital, cognitive, interpersonal, practical, administrative, teaching, or social (Nikola, 2024). Skill is therefore the result of long-term application of knowledge in performing tasks.

- **Behaviours**

Also known as self-knowledge, this includes the set of attitudes and personal traits associated with the employee and required in performing a given activity. They include qualities such as organization, precision, and initiative. This type of knowledge is social in nature, despite its effect on other aspects; it is reflected in how the individual interacts with colleagues and all those connected to their work (بن جدو, 2019).

### 2.2.3 Characteristics of Competency

Scholars have identified several distinctive features of the competency concept, depending on their field of specialization. The main characteristics can be summarized as follows:

- **Goal-oriented:** Competency functions to achieve a specific goal through a specific activity.
- **Composed of interacting elements:** It consists of a set of scientific, practical, and behavioural knowledge formed over time.
- **Transferable:** Competency can be transferred from one work situation to another, and even from one person to another.
- **Abstract concept:** It is intangible and invisible, observable only through the activities performed.
- **Acquired and learnable:** A person is not born competent; they develop competency through training.

- **Economically valuable:** Competency provides benefits to both the individual and the institution.
- **Recognizable:** Competencies should be clearly understood and identifiable by both the individual and the organization.

### 2.2.4 Types of Competencies

Researchers have used several criteria to classify competencies, the most common being classification by level, distinguishing individual, collective, and strategic competencies.

#### ▪ *Individual Competencies*

These refer to the observable dimensions of individual performance, including personal knowledge, skills, behaviours, and organizational abilities that work together to achieve high performance and provide the organization with a sustainable competitive advantage.

Individual competency is also called professional competency, defined as a combination of knowledge, practical experience, and behaviours applied within a specific context and observable in a professional situation (بن جدو، 2019).

Types of individual competencies include (العجالي ع, 2022):

- ✓ **Technical competencies:** The individual's readiness and ability to perform tasks based on technology and technical tools.
- ✓ **Social competencies:** The ability to use one's knowledge to communicate and collaborate effectively with others.
- ✓ **Conceptual competencies:** The ability to solve complex problems and envision the future by making sound decisions under uncertainty.
- ✓ **Behavioural competencies (soft skills):** Intangible traits manifested in reactions and performance styles, reflected in outcomes and stakeholder satisfaction.

#### ▪ *Collective Competencies*

Collective competency refers to the added value generated through the integration and cooperation of individual competencies. It is more than a simple aggregation of knowledge, abilities, and attitudes held by group members.

Collective competency has four main features (نسيمة, 2018):

- **Participation and synergy:** Arising from strong internal interactions among team members.
- **Solidarity:** Seen in the network of cooperation among team members.
- **Learning:** Determined by how the group's strength depends on its organizational model.

- **Shared processes and symbols:** Indicating the presence of actual group activities and common language or symbols that form part of the team's shared culture and collective identity.

This type of competency enables teams to solve problems that exceed the capacity of individual members. The blending and coordination of competencies have a positive effect on collective performance.

#### ▪ *Strategic Competencies*

Strategic competency is a combination of skills and technologies that uniquely contribute to the added value of the final product (إبراهيم ب، 2016). It represents the core competitive advantage of the institution that cannot be easily imitated or replaced.

According to Hamel and Prahalad, organizations can identify their strategic competencies based on three criteria:

- Strategic competency allows access to a wide and diverse range of markets.
- It makes a significant contribution to the product.
- It is difficult for competitors to imitate.

### ***3. Modern Competencies Required for the Human Resources Manager***

Modern human resource management practices require the HR manager to possess advanced competencies in order to achieve the institution's objectives and to keep pace with changes in both its internal and external environments.

#### ***3.1 Modern Human Resource Management Practices***

Traditionally, the functions of human resource management—like any other type of management—include administrative tasks such as planning, organizing, directing, and controlling, as well as specialized functions such as human resource planning, which involves determining the quantity and quality of human resources required by the institution. HR management is also responsible for recruiting, selecting, developing, and improving employees' performance, establishing compensation and reward systems, and ensuring occupational health and safety.

In addition to administrative and specialized functions, HR management also performs advisory roles, such as participating in the formulation of the institution's general strategies and ensuring integration and coordination among departments to achieve the institution goals.

However, in the era of globalization, digital governance, and economic transformation, HR management has been compelled to change its operational dynamics, especially since 2011, when the world began to feel the effects of the Fourth Industrial Revolution and its technologies (digitization, big data, business intelligence, cloud computing, the Internet, robotics, and artificial intelligence).

The gradual adoption of these modern technologies has led to both positive and negative transformations, compelling HR management to change its approaches to communication, entertainment, learning, and work (Nikola, 2024).

Modern HR management guidelines are now based on fundamental principles that reflect broader social, legal, and economic shifts. These principles include: compliance with labour laws and regulations, promoting diversity and inclusion, focusing on employee well-being, aligning HR practices with the institution's strategic vision, and integrating technology into human capital management.

In the past, HR functions were largely administrative and interactive, focused mainly on recruitment, payroll, and recordkeeping. In the modern era, HR management has evolved into a strategic partner that contributes directly to value creation and innovation (Ninaroon, 2025).

The key modern HRM practices can be summarized as follows:

- ***Talent Management***

Talent management is a modern managerial approach aimed at attracting highly talented and high-performing individuals, then supporting, developing, and retaining them (2023, الحميدي).

HR specialists must therefore investigate and consider strategies for identifying and recruiting highly skilled individuals. This requires a comprehensive analysis of the organization's needs and the available talent category in the local labour market. Practitioners must identify the most effective methods and appropriate platforms for reaching potential candidates, while determining the factors most likely to attract them to available positions (Ochieng, 2023).

- ***Enhancing the Employee Experience***

The employee experience refers to the series of interactions and emotions from the beginning of the employee employment until retirement. During this journey, the organization should provide a positive and engaging work environment that fosters competition, efficiency, and professional development. This also includes offering continuous training programs and ensuring regular follow-up to meet employees' needs.

- ***Diversity and Inclusion***

In many countries, laws and regulations require institutions to ensure equal employment opportunities and prohibit discrimination based on gender, race, age, disability, religion, or sexual orientation.

Beyond legal obligations, a growing body of research demonstrates that diverse and inclusive workplaces tend to be more innovative, productive, and flexible. Organizations that actively

promote diversity, equity, and inclusion through HR policies and practices not only reduce legal risks but also enhance their reputation and employee engagement (Ninaroon, 2025).

- ***Employee Engagement***

Employee engagement refers to the mental and emotional involvement of employees with their teams and management, leading to active participation in decision-making processes at various levels. This engagement fosters mutual trust between employees and management (فوزية, 2017).

Engagement can be strengthened through flexible working hours, providing entertainment spaces and activities. Such initiatives directly affect turnover and absenteeism rates, thereby improving overall organizational performance. Modern HR management operates on the belief that psychologically healthy employees are the most productive.

- ***Digital Transformation***

Digital transformation in HR involves data-driven decision-making and the use of artificial intelligence tools in performing HR functions such as payroll processing, performance monitoring, and career development. The goal is to reduce human error and accelerate decision-making processes.

- ***Remote Work***

Remote work has become an increasingly widespread practice, allowing employees to work outside traditional office spaces for part or all of the week. Common arrangements include working from home or in the field, particularly in sales and service roles.

Remote work represents one of the most radical departures from traditional working conditions, and is now widely accepted as part of flexible work arrangements. However, it also introduces unique challenges for both managers and employees. (David, 2023)

- ***Use of Technology and Artificial Intelligence in Recruitment***

The integration of artificial intelligence (AI) and machine learning (ML) has revolutionized talent acquisition. AI-powered algorithms have proven to enhance the accuracy of applicant screening, resulting in significant savings in both time and resources during recruitment.

AI technologies excel in analysing large datasets, identifying complex patterns, and predicting candidate success far more effectively than traditional methods (Alaghbari, 2024). AI applications in recruitment include automated résumé analysis, smart interviews through analysing voice and facial expressions, and performance prediction models.

- **Performance Management**

Performance management is an organizational process that enables managers to monitor and analyse employee performance. Its main purpose is to create an environment in which individuals can deliver high-quality results with maximum efficiency and effectiveness.

Common tools of performance management include performance appraisals, key performance indicators (KPIs), and management dashboards. Ultimately, performance management represents the institution's commitment to continuous improvement, success, and competitive advantage (Burrichter, 2022).

- **Social Responsibility**

Social responsibility refers to an institution's commitment to contributing to economic development while preserving the environment and supporting workers, their families, and local communities. The ultimate goal is to promote quality of life for all stakeholders. (لغويل, 2016)

- **Motivation**

Employee motivation is a critical factor that enhances job performance, job satisfaction, and employees' willingness to use their knowledge, skills, and abilities (both innate and acquired).

Motivation can be understood as a form of internal energy that drives individuals toward achieving specific goals. Motivated employees are typically more creative, confident, and loyal to their employers. (Nikola, 2024)<sup>29</sup>

Modern HR management focuses on structured reward and recognition programs, including performance-based incentives as well as non-financial rewards, to sustain high levels of motivation. (Ahmad, 2024)

### ***3.2 Competencies Required for the Human Resources Manager to Keep Pace with Modern HRM Practices***

The success of any institution is tied to the effectiveness of its human resource management, since the human resource is the decisive factor in achieving organizational success. Conversely, the success of human resource management itself depends on the competencies possessed by the HR manager.

Researchers have proposed different classifications of these competencies. For instance, Michael Armstrong, in his book *How to Be the Best Manager*, identifies 64 essential managerial skills, while Kiran A. Ahuja lists a wide range of competencies required for HR managers. Drawing upon these and several other key studies, (Ahuja, 2024) a comprehensive classification of essential competencies for HR managers in light of modern HRM practices can be presented as follows:

### ***3.2.1 Cognitive Competencies***

These competencies include:

- **Organizational Awareness:** Understanding the organization's mission, functions, and how its social, political, and technological systems operate effectively within it. This includes knowledge of the organization's programs, policies, procedures, rules, and regulations.
- **Business Acumen:** The ability to understand the business environment and how the organization functions within the market, including awareness of how success is achieved amid challenges and costs.
- **Planning and Evaluation:** The ability to organize work, set priorities, and determine resource requirements; establish short- and long-term goals and strategies to achieve them; coordinate with other organizations or departments; and monitor progress and evaluate results.
- **Compliance with Labor Regulations:** Adhering to existing labour laws, regulatory frameworks, and oversight standards.
- **Adoption of Modern HR Trends:** Embracing emerging HR approaches such as talent management, corporate social responsibility, and sustainability.

### ***3.2.2 Technical Competencies***

These encompass:

- **Digital Collaboration:** Working with others to build resources, share knowledge, or deliver services in a digital environment.
- **Use of Digital Tools and Social Media:** Leveraging digital technologies and communication platforms to connect, exchange information, and manage knowledge.
- **Data Literacy:** Utilizing data effectively for decision-making and strategic planning.
- **AI-Based HR Automation:** Applying artificial intelligence (AI) technologies to automate HR functions and enhance operational efficiency.

### ***3.2.3 Leadership Competencies***

Leadership competencies include:

- **Change Management:** Understanding how change impacts individuals, processes, procedures, leadership, and organizational culture; applying principles, strategies, and techniques for effective planning, implementation, and evaluation of organizational change.
- **Stress Management:** Remaining calm and effective under pressure, including tight deadlines, confrontational individuals, emergencies, and high-stakes situations.

- **Conflict Management:** Exercising social awareness and resolving conflicts, grievances, and disagreements constructively to minimize negative personal and organizational impacts.
- **Flexibility and Openness:** Being receptive to new information, adapting behaviour or work methods to changing conditions, and managing ambiguity effectively.
- **Human Capital Management.**
- **Team Building and Collaboration:** Encouraging cooperation, pride, trust, group identity, and teamwork among employees.
- **Commitment and Team Spirit:** Fostering shared purpose and a collective culture within the workforce.
- **Employee Involvement:** Engaging employees in the decision-making process to strengthen ownership and accountability.
- **Motivation Programs:** Developing effective incentive systems that stimulate intrinsic motivation and align personal drive with organizational goals.
- **Critical Thinking and Decision-Making:** Adopting analytical and evidence-based reasoning to make objective and well-considered decisions.
- **Influence and Negotiation:** Persuading others to accept recommendations, collaborate, or modify their behaviour.

### ***3.2.4 Behavioural and Personal Competencies***

These competencies include:

- **Confidentiality and Ethics:** Upholding ethical principles regarding data protection, exercising sound judgment and accountability in handling sensitive information (documents, conversations, internal procedures, etc.) obtained during professional activities.
- **Continuous Learning:** Recognizing strengths and weaknesses, pursuing self-development, and maintaining an ongoing commitment to professional growth.
- **Creative Thinking:** Using imagination and innovation to generate new insights and apply creative solutions to problems.
- **Integrity and Honesty:** Contributing to the integrity of the institution, demonstrating high ethical standards, and understanding the consequences of violating such standards for oneself, the organization, and others.
- **Interpersonal Skills:** Showing understanding, empathy, tact, kindness, and respect; building and maintaining effective relationships; handling difficult or hostile individuals constructively; communicating well with people from diverse backgrounds and

situations; and demonstrating sensitivity to cultural, racial, gender, and individual differences.

- **Self-Management:** Setting clear and realistic personal goals, showing initiative, effort, and commitment to completing tasks on time; working independently with minimal supervision; and maintaining high motivation to achieve results.

#### **4. CONCLUSION**

This study has explored the competencies required of HR managers to keep pace with the modern practices of human resource management. HR management has moved beyond its traditional roles.

The study reached the following results:

- With the transformations imposed by today's labour market, including increasing competition, technological advancement, and digital transformation, HR management has shifted toward digitization and artificial intelligence to automate HR functions, minimize errors, predict performance, and improve the employee experience from recruitment to retirement.
- Modern HRM performs its functions by providing monitoring, training, development, and motivation programs that activate employees' intrinsic drives to maintain a positive work environment.
- Modern HRM methods have adopted flexible working hours and remote work models to promote employee well-being, based on the belief that psychologically comfortable employees are the most productive. Moreover, modern HRM emphasizes social responsibility, sustainability, diversity, and inclusion as integral parts of institutional commitment to society.
- These methods have compelled HR managers to continuously enhance their competencies to achieve success.
- The required competencies for HR managers can be grouped into four main categories: leadership competencies (e.g., team spirit and collaboration), behavioural and personal competencies (e.g., self-management), technical competencies (e.g., proficiency in modern technologies), and cognitive competencies (e.g., alignment with institution's strategy and mission).

Therefore, the following recommendations are suggested:

- HR management must adapt to ongoing changes in the organization environment by adopting and applying modern HRM practices.
- HR managers' competencies should be enhanced through intensive training to enable them to design and implement strategic transformations towards modern practices.

- Organizations within the same sector should collaborate and coordinate efforts to develop HR managers' skills and competencies through joint programs, workshops, and professional activities.

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