

Abstract

The study on “The Guidelines for Human Resources Development by Corporate Competencies : A Case Study of Company A” aims at studying knowledge and understanding on the Company’s corporate competencies and the employees’ views toward the guidelines for the Company’s corporate competencies. Data are collected from a sampling group of 80 employees of Company A who have participated in the formulation of the Company’s corporate competencies, half of which are the task force and the other half are general employees. The analysis of data is statistically carried out by using Frequency, Arithmetic Mean, Average, Standard Deviation and comparative analysis of the difference between the employees’ groups and the knowledge and understanding of corporate competencies by t-test with statistical significance at 0.05.

The study finds that the knowledge and understanding on corporate competencies of the task force group who have been trained on the definition and concepts of corporate competencies and of the general employees group who have not been trained is not differed. Both groups understand the definition of corporate competencies at advanced level and in corresponding with the Company’s expectation and expected level of behavior. As for the study on the guidelines for corporate competencies the sampling group view that the methods of development would be differed depending on each aspect of corporate competencies and the expected level of behavior. For example the accountability and commitment aspect and the quality and safety consciousness aspect are suitable for actual performance of work since the employees can directly learn from on-the-job training where accuracy and work safety are guaranteed. But integrity and social responsibility or self - development and continuous improvement aspect is suitable for the organization having role model behavior and self - learning since the employees must be firstly interested in and accept the development from within themselves, while team work aspect is suitable for seminar or workshop, and customer focused aspect is suitable for coaching or counseling.

The study of 5 levels of expected behavior finds that at beginner level employees are expected to be able to understand the methods of work where suitable development devices are lectures or on-the-job training. At the novice level employees are expected to be able to apply knowledge gained from work where coaching is needed. At intermediate, advanced, and expert levels employees are expected to be able to think, analyse, and formulate policies where development necessarily needs seminars, coaching and self - learning. The nature of work and skills needed for the work are determinants of the level of behaviors expected by the Company.

The study recommends that good development practice must take into account the nature of learning of the employees. Besides, the Company executives must render supports both policywise and budget, along with the cultivation of development values among the employees in order to enable long - term success of corporate competencies.