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## COMPARISON OF COMPETENCIES IN MEXICAN AND FOREIGN COMPANIES

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In recent times, contracting has become very important in all types of companies, whether corporate, large, small, etc., thus, it is very important to identify the behavior of employees before hiring them. Through training constant on the part of the company can successfully perform their duties and achieve organizational goals, which is obtained through the development of skills, which are related to the type of behavior, attitude and motivation that a person has to perform a task, and this situation prevails both nationally and internationally. The objective of this work is to perform a comparison and analysis of the necessary competencies of future collaborators between Mexican and foreign companies. An exploratory descriptive analysis was made of the most outstanding companies in the business world, chosen according to the ranking of best companies to work. This research was conducted through secondary sources in order to investigate the competences from a qualitative approach. As a result, it can be observed that foreign companies require that employees have more preparation regarding competences than Mexican ones, even if the candidates have the same academic degree.

**Keywords:** competences, employees, companies

### 1. INTRODUCTION

Organizations seek to be effective and balanced in order to achieve competitiveness in a sustainable way and for this they need to operate as open systems, where teams of workers in the company are interrelated with the external environment. Thus, they respond in a timely manner to the demands of the market, satisfying needs, which is reflected in products and/or innovative services, differentiators, with high-quality standards. For Alhama (2001, cited by Rodríguez and García,

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2012) competitiveness is the growing and systematic innovation and incorporation of knowledge in organizations in response to the internal and external environment. Rodríguez and García (2012) state that competitiveness in companies is a complex phenomenon related to strategic behavior, productivity, the ability of managers, levels of integration and training of personnel, the creation of an organizational culture, the configuration of a socio-political environment that favors its development and a regulatory framework that makes it possible to increase individual skills.

### **1.1. Management by competences**

Currently, companies face the great challenge of managing human resources in order to achieve efficiency and effectiveness in organizations, as well as high performance standards in order to obtain profits. It should be noted that the human resource is elementary in the development of a company and should be able to develop skills and competencies, which will be the competitive advantage of the organization. Today's companies require personnel with the knowledge to decipher the wishes of the clients to transform, for example, the services. Another important aspect is to have a commitment to the community, that all parameters of the company have the purpose of being effective as well as the construction of strategies and policies in a simple way so that they are shared with all the members of the organization. It is required that the human factor is in the value chain as a key element in corporate processes (Montoya, Boyero, 2016).

Competency Management is a necessary tool to efficiently manage intangible assets that generate value through knowledge, attitudes, values and skills related to each other and one that facilitates a satisfactory performance in the human resources of an organization, significantly increasing worker satisfaction and commitment to the organization, with the aim of generating a truly competitive advantage (García, Reyes, Javier, 2009). Installing a competency management model implies an organizational change since it focuses on the forms of knowledge utilization.

According to Ernst & Young Consultants (2008), competencies are characteristics that people possess (attitudes, values, behavioral abilities, character traits, motivation) and these are related to the way an organization works. The challenge lies in the commercialization of products, production processes, financial aspects and everything necessary for an organization to grow, which is achieved with the right personnel. Competencies in organizations depend as much on how they develop inside and outside the environment as on management techniques in business, for this reason, it is necessary to manage the needs of human resources through the competencies approach.

Tallon (2019) states that some mistakes when hiring a candidate for a position are: looking for staff outside the company and not seeing the talents that are already in it; at the time of hiring an employee not explaining the interview process; hiring someone who already performs that same position; lack of information given to the new candidate, looking for the best, making the hiring process quick, hiring through external recruiters, immediately offering the position to a candidate without doing a previous analysis of several people.

Amigot and Martínez (2013) comment that the model of the job, as a qualified job, arose as industry developed after the Second World War; nowadays, its importance reemerges as the competency model. A job involves a function within the organization, with an assigned time, and a set of tasks to be performed. These tasks are assigned by the direction and personal initiative is sometimes reduced to strict compliance with the assigned work.

Postuła and Majczyk (2018) affirm that one of the most important factors in the organization are the contracting methods that influence the company in a positive way and to achieve that, the following competences are sought in the candidates for a position: oral presentation, ability to use effective language, use of socialized power, development of formal and informal relationships between people to motivate them to achieve objectives or manage group processes. Most importantly, the candidate needs skills focusing on long-term goals and solid values.

## **1.2. Material and methods**

This research is of the descriptive exploratory type, based on literature of the subject through secondary sources, directed towards the exploration, description and understanding of the phenomenon (Hernández, Fernández, Baptista, 2014). This study includes a comparison of the competencies required in Mexican and foreign companies when hiring an employee. Convenience sampling was carried out, which selected the most important companies according to the accessibility of the researcher and is used in situations when it is desired to obtain information from the population quickly and economically (Tamayo, 2001). First, information of all the most important Mexican companies regarding competences was obtained, later foreign companies and their competences required for hiring were analyzed and next, when comparing them, a conclusion was reached. The selection of the most important companies established in Mexico and abroad was made.

## **1.3. Competences in organizations**

In every organization, it is necessary to select the candidate who will occupy a job very carefully and is the most difficult task facing the Human Resources de-

partment. It is necessary to verify that the candidates possess the necessary knowledge for the position so that they can be efficient in the organization.

Spencer and Spencer (1993) proposed the iceberg model, referring to the factors that influence behavior and whether or not a person possesses certain competences.

This model considers that there are visible and non-visible variables that affect behavior, the visible ones being skills (what a person knows how to do well) and knowledge; while non-visible variables are shaped by social values/roles, and include the projected image and the way in which a person sees himself; traits, such as behavior patterns; and the motives that direct and drive a person's behavior (Fundación Chile, 2004).

The contributions that grant the application of the Management Model by Competence according to Marchant (2005), are presented in Table 1.

Likewise, the model proposed by Spencer and Spencer (1993) cited in Mertens (1996) groups six groups of generic competencies that can be seen in Table 2.

Table 1. Contributions of a management model by competencies

Employee	Company
Acquisition of skills, attitudes, and known for their performance.	Increase the level of skills of their workers to improve their productivity.
Know the development of their skills for the position to be performed.	Efficient the resources of training and development of its workers, to obtain the necessary levels of competences
Increase your possibilities of development in the organization.	To improve your social responsibility in a better way.
Perfect your future employability according to your competences.	To help in the formation of a labor culture based on the development of people.
Value added to each person since it recognizes the individual value of each one within the organization.	To disclose the vision and mission of the company to the people selected, trained and with development opportunities.

Source: Marchant (2005).

Table 2. Generic Competence Group

Groups	Generic competences
Help and service competences	Interpersonal tendency and customer orientation.
Performance and operational competencies	Results-oriented; attention to order, quality and perfection; initiative and search for information.
Influence competences	Persuasion and influence; organizational perception and foundation of relationships.
Competences of self-efficacy	Self-control, self-confidence; flexibility and organization.
Managerial competencies	Development of all members; command attitudes in relation to assertiveness and use of formal power; Teamwork and leadership.
Cognitive skills	Analytical and conceptual thinking. Technical, professional and managerial skills.

Source: Spencer & Spencer (1993) cited in Mertens (1996).

According to Bermejo (2012), for companies to perform effectively four types of skills are required: 1) managerial competencies (they determine the performance of successful managers in current companies, of different types and turns since they handle analysis, strategy, development, and information), 2) managerial skills (include leadership, decision making, effective communication, time management, among others), 3) formal technical knowledge and 4) measurable results.

### 1.4. Labor Competences

Labor competencies in human resources management help to improve the development of processes in an organization because the global vision (company–employee) is transformed from working in a flat environment where there are limitations and restrictions on the accomplishment of assigned tasks, to a change towards a more flexible vision where the employee increases their knowledge and perfects their skills, gets more involved in the knowledge of the business, and ultimately becomes a multifunctional employee seeking personal and organizational growth (Ramos, Montemayor, Ullrich, 2012).

### 1.5. Professional Competencies

According to Quiroz (2007) the necessary skills for future professionals to get a job include being able to: perform analyses, synthesis, work in groups, problem-solve, be a leader, perform speeches. Table 3 summarizes the most important ones.

Table 3. Competencies for professionals

Psychomotor Know-how	Affective Know-who	Cognitive Know-what, Know-why
1	2	3
Autonomy	Leadership	Problem-solving
Working in a multidisciplinary team	Commitment to the environment	Effective oral and written communication
Adaptation to different situations	Honesty	Knowledge of languages
Adaptation to technological changes	Diversity and multiculturalism	Use of TIC
Transferability	Adaptability and flexibility. Social responsibility	Planning and decision making
Application of knowledge	Company spirit	Analysis and synthesis

Table 3 cont.

1	2	3
Exercise	Environmental care	Creativity and innovativeness
Information management	Professional and individual growth	Strategic analysis
Assertiveness	Ethical commitment	Learning
	Interpersonal skills	Research skills
	Entrepreneurship	Criticism and self-criticism
	Quality	

Source: Quiroz (2007).

### 1.6. Companies with the best human capital practices in Mexico

OCC Mundial is the leading site in Mexico to get a job at any level and a means of recruitment used by companies of all sizes in the country.

This site recognized companies that strive to innovate their practices to find, develop, train and retain the best human talent since companies require that their applicants have greater skills and competencies according to the strategy of their business. The companies that will be analyzed are, according to the OCC Mundial, those whose influence on the business strategy can be an example to follow for other companies in the country (Altonivel, 2018). Table 4 shows the Mexican companies and although some are foreign, they operate in Mexico.

Table 4. Competencies required in Mexican companies

Companies	Company description	Competencies required by the company
1	2	3
Copachisa Construction Co.	Mexican construction company, dedicated to the residential, commercial and industrial sector. Encourages collaboration and it strengthens the sense of belonging, improving the management of knowledge, communication, collaboration, the creation of strategies, as well as the performance of the employees, benefiting from the results.	This company requires that its collaborators have the following competencies: Effective communication; interpersonal skills; teamwork skills; planning and organization; Negotiation; Customer Support; self-learning ability; Service attitude; knowledge of industrial maintenance; Advanced English; to be organized, proactive, cautious, results-oriented; focused on problem-solving, according to the position.

Table 4 cont.

1	2	3
Grand Palladium: Hotel & Resorts	Hotel company that makes a segmentation in its hotels and launches new brands for each one, with expansion policies and meeting quality standards.	This company requires the following competencies: English at all levels and another language (French, Italian or German); high responsibility level; personnel management; inventory control and work under pressure, according to the position.
Group Brisas	Hotel group that is recognized for its communication practice, for being in constant contact with its employees through innovative strategies and creative pieces of communication in which it is remembered that people are the most important asset of the company, emphasizing group values, such as honesty, loyalty, proactive attitude, quality, creativity and innovation, humor, among others.	The skills that the staff must have are: Service attitude; use of Windows and office package; teamwork skills; work under pressure; analysis capacity; friendly treatment; English; taste for service; solution of problems and complaints; proactive with assertive communication abilities; organized; knowledge of first aid; leadership, ease of speech and decision making, according to the position.
Group Cristal	A company dedicated to the sale of fine jewelry and watches of prestigious brands. In training, he shared the success of his learning platform with Brillante University, where his collaborators can access the training programs that contribute to their strategic objectives.	Applicants to be part of this company must have the following competencies.  Medium-advanced English; be analytical; creative and organized; ability to be assertive with people; to easily adapt to change and be empathetic, negotiation ability; development of branding elements; ability to persuade; to be able to work under pressure, teamwork skills, be proactive, creative, and positive and oriented towards results, customer service and oriented towards technology and Innovation; personnel management and leadership; ease of speech; enjoy own training and / or training staff, motivation, tolerance to frustration.
The Estée Lauder Companies	Leading group worldwide in the manufacture of products for skin care, makeup, and fragrances.	To be part of this team it is necessary to have the following job skills:  Sales experience, makeup; customer service, availability of schedule, service attitude, excellent presentation, ease of speech, work by objectives, honesty, advanced English, negotiation skills, service attitude, communication, be analytical, proactive.

Table 4 cont.

1	2	3
OfficeMax	Mexican chain of office and stationery articles, awarded for its leadership practice, Known for aligning the skills of the new entrants with the recruitment process, measurement of trends in the behavior of candidates for vacant positions, as well as the identification of preferences, values, personality characteristics, experiences and behaviors to enhance their learning and development.	For new talent, it is necessary to have the following skills: Teamwork skills, constant learning, customer service, ease of speech, creativity and dynamism, leadership.
SSL Digital	Mexican company that offers integral solutions for digital outdoor media (Digital Signage), won the award for its communication practice, transmits immediate, timely and sustainable information through digital technology, whose main channel is a closed circuit television, where screens emit the most relevant messages for the team and are reinforced through other tools, such as emails, town hall meetings, messages from the podium and events.	To apply for the positions offered by this company it is necessary to have the following competencies: Medium-advanced English; analysis capacity; be proactive, empathetic, accessible, teamwork skills, work under pressure, effective communication, planning and organization, strategies and decision making.
Volkswagen: Group Academy México	The inclusive organization devoted to professional development, as well as to the constant and updated growth of its clients. Through its seven areas and more than 300 instructors and consultants, they help people detect their skills, find the right answers that are tailored to them.	Competencies required to apply for the positions: English from basic to advanced; interest in developing in the automotive industry; identify and scale problems and risks; use of advanced Office packages; customer satisfaction; presentation of results and recommendations to the corresponding areas, all according to the position.
WEG México	Company of Brazilian origin working in Mexico, dedicated to the production of electric motors, transformers, substations, control and automation equipment, paints, among others.	The following competencies are necessary to be able to apply for some of the available positions: Initiative; teamwork skills; organization; judgment; Service attitude; Excel skills desirable; application of corrective actions; identification of improvement opportunities; Participation in audits; effective communication; analysis capacity; problem-solving; being able to work under pressure and persuasiveness.

Source: Elaboration based on data from Altonivel, 2018, Brisas, 2018, Indeed, 2018, Jora, 2018, and Occmundial, 2018.



### 1.7. Competences of foreign companies

In the context of globalization, working in another country has become an aspiration of professionals, but sometimes it is difficult to do so due to lack of information, preparation or scarcity of monetary resources. However, there are companies that look for foreign talent, providing new opportunities and support for the beginning of working life, as long as they meet the requirements (Verbling, 2017).

Table 5. Competencies required by foreign companies

Companies	Company description	Competencies required by the company
1	2	3
Bain & Company	Strategic management consulting firm. Its main office is located in Madrid. Bain members are professionals from all countries. Experts graduated from business schools such as engineers, economists, and lawyers among others.	Excellent academic record; social skills; excellent communication skills; a sense of humor; potential to achieve success; analytical and social skills; identify and solve problems; teamwork skills; strategies development; professional experience; entrepreneurial ability, leadership, and English proficiency.
Amazon	American company of electronic commerce and services of cloud computing (services in the cloud). Its headquarters is located in Seattle, United States, it is an international and multicultural company since shipments are made to almost every country in the world. They look for professionals in the areas of marketing, public relations, database management, hardware, design, engineering, photography, among others.	Be innovative; ability to solve complex technical problems; excellent leadership skills; ability to develop, automate and execute analytical models of our systems; experience in machine learning methodologies; experience with clustered data processing; experience in communicating technically, at a level appropriate to the public; technical fluency; critical thinking; experience in statistical modeling and programming skills.
Facebook	In 2015, it headed the Business Insider list of the 50 best companies to work for in the United States. The vacancies most requested by the company focus on web development, that is, they mainly look for software engineers and product managers. They have programs for practitioners and help to obtain work visas.	Be bilingual; a taste for technology; availability to travel; experience in the desired area; ability to suggest and develop products and services; creativity; innovation of products and experiences in management of online advertising campaigns.

Table 5 cont.

1	2	3
Eastman Chemical	A global company of specialized chemical products of a wide range and variety. Its headquarters is located in Kingsport, Tennessee, United States.	Deep understanding of the functional attributes of a wide range of polymeric materials; Identification of needs and opportunities; experience in the posts; practical knowledge in a wide range of skills in polymer sciences; general experience in research and development of polymer applications; interpersonal and communication skills; previous experience in the development of industrial products; previous leadership of the project in an industrial environment; analyze the client's needs through conversations with technical organizations; written and oral communication skills in English; initiative; analytical ability; problem solving; leadership; define and implement plans for the necessary changes; written and verbal communication skills.
Google	A global company that seeks people who are creative, ready to learn, and above all who can solve complicated problems.	Experience in the field to be developed; analytical capacity; leadership; culture in values; design, develop, test, implement, maintain and improve the software; experience in software development; communication skills in verbal and written English; experience in developing accessible technologies; interest and ability to learn other coding languages as necessary; ability to work effectively in an interfunctional team; design of innovative ideas to solve customer problems in the cloud and translate these ideas into technical designs; Experimentation in the use of silver-forms in the cloud and / or implementation of container's applications.
IBM International Business Machine	American multinational technology company and consultant, its headquarters is located in New York, United States. Its internal culture is very focused on job growth.	Troubleshooting complex systems; understanding of the basics of the network; ability to learn quickly; verbal and written communication skills; time management; problem-solving; leadership; individual and team results; Experience in the planning of the execution of automated test scripts, file defects, verification of defect fixes.

Table 5 cont.

1	2	3
Nestlé	Swiss multinational food and beverage company. It has a presence in more than 40 countries, open to hiring foreigners in international bases. Currently, the company is looking to incorporate new professionals in departments related to the production and administration process.	Have a vision; get results through others; experience in the field; design and propose strategies; self-knowledge; initiative, proactive cooperation; English; teamwork; analytic capacity; communication skills; Effective negotiation; excellence in execution; establish sales strategy; effective sale and be proactive.
Motion Global	Electronic commerce company based in Asia, Pacific, Europe and America, they are market leaders in more than 30 countries and 15 languages around the world.	Fluent English and languages; mandatory experience; technical ability; social skill; skill in visual, verbal and written communication; positive, friendly and ser-facial attitude; responsible; organization and communication skills; positive attitude; entrepreneur; perfect grammar, and be analytical.
Accenture	A multinational company dedicated to the provision of technology consulting services. Its headquarters is currently in Ireland.	Plan, analyze and define strategies; 2 or more languages; experience in the field of application; ability to contribute to a high performance workgroup; work creatively and analytically in the context of problem solving; oral and written communications abilities; time management skills; project management skills; leadership; competence in the development of required presentations (MS Office (Word, PowerPoint, Excel), interpersonal skills, project management skills.
Walt Disney Company	International entertainment company. Its brands Disney, Pixar, Marvel, Lucasfilm, ESPN, and ABC are world leaders in entertainment. Its headquarters is in California, United States.	Successful consulting experience; experience in a retail environment; organizational skills and problem-solving; attention to detail, which includes exceptional time management and prioritization skills; ability to communicate effectively at all levels within an organization; ability to connect with employees and establish a good relationship; Proficient in Microsoft Office: Excel, Word, Power-point, Outlook; SAP and Internet; Fluent in Mandarin and English; written and verbal communication skills; analytical skills; team with a high degree of confidentiality; opportunities identification; ability to develop a strategic work plan; Critical thinking; problem solving and confidence in decision making and financial ability.

Source: Elaboration based on data in Accenture 2018, Amazon jobs 2018, BainCompany 2018, Disney careers 2018, Eastman 2018, Expansión 2018, Google Careers 2018, IBM 2018, Motion Global 2018, Nestle 2018, Universia 2018, Verbling 2017.

## 2. CONCLUSIONS

Nowadays, obtaining a university degree is necessary, but having the required competencies is even more important since the success of organizations depends in large part on the development of skills by the personnel and the employee selection process is complicated. Some of the skills that most companies require (national or foreign) are the ability to solve problems, teamwork, communication skills, service attitude, high performance at work, leadership, among others.

What can be concluded through this research is that international companies are more demanding than national ones since they require at the least mastery of more than two languages, critical thinking, an effective vision, negotiation skills, creative cooperation, etc., but the most significant is the number of skills required in the positions. Escobar (2005) affirms that the development of competences considers that the traditional way is not the way to form the competencies within individuals, but it is the role of the organization in the creation of an effective model.

According to Educaweb (2018), labor market trends worldwide point to the following traits as desired: entrepreneurial spirit, availability of professional mobility, a high degree of specialization and technical and transversal competencies, knowledge of languages and use of technological tools, plus the need to create one's own personal brand and build a strong network of contacts (networking). Therefore, it is required that every day future professionals prepare themselves with a greater number of skills.

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## **PORÓWNANIE KOMPETENCJI W MEKSYKAŃSKICH I ZAGRANICZNYCH PRZEDSIĘBIORSTWACH**

### **Streszczenie**

Zatrudnienie jest ważnym aspektem funkcjonowania we wszystkich typach firm, zarówno korporacyjnych, dużych, małych itp., dlatego bardzo ważne jest zidentyfikowanie zachowań pracowników przed ich zatrudnieniem, a następnie powinien być kontynuowany przez stały trening ze strony firmy. Celem tej pracy jest porównanie i analiza niezbędnych kompetencji przyszłych współpracowników między firmami meksykańskimi i zagranicznymi. Przeprowadzono eksploracyjną analizę opisową znanych firm w świecie biznesu, wybranych według rankingu najlepszych firm: badania te przeprowadzono, korzystając ze źródeł wtórnych, w celu zbadania kompetencji przy zastosowaniu podejścia jakościowego. W rezultacie można zaobserwować, że firmy zagraniczne wymagają, aby pracownicy mieli więcej przygotowania w odniesieniu do kompetencji niż meksykańscy, nawet jeśli kandydaci mają taki sam stopień naukowy.

**Słowa kluczowe:** kompetencje, pracownicy, firmy



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**POLITECHNIKA POZNAŃSKA**

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To Whom to concern

**Letter of Acceptation**

The article "COMPARISON OF COMPETENCIES IN MEXICAN AND FOREIGN COMPANIES"

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