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# Leadership And Managerial Competencies and Digital-Technological Skills Among Employees in The Modern Workplace

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***ABSTRACT***
*Developing leadership and management competencies is another important facet of staff development programs. This is especially true for organizations that want to expand strategically and stay in business for the long haul. Capabilities in leadership include influencing, motivating, and guiding people or teams to accomplish organizational goals. Planning, making decisions, coordinating, monitoring performance, and managing resources are all part of a manager's competency set. Leadership development efforts are becoming more important for organizations as a means to train individuals for management positions in the future and meet succession planning needs. Digital and technology skill development has become an essential part of enhancing employee competence as a result of the fast spread of digital technologies. These technologies have changed workplace needs in almost every industry. Possessing strong digital abilities means being able to use various digital resources, such as software, data systems, and online communication platforms, to your advantage. These are essential for every contemporary firm. Jobs in administration, management, and customer service, in addition to more specialized technical professions, now need candidates to be technologically literate. More and more, businesses are embracing digital transformation strategies that use data analytics, cloud computing, artificial intelligence, and automation to boost productivity and creativity. But when workers have the right digital capabilities, technology adoption may really pay off. Employees' skills in business software systems, data management, cybersecurity awareness, and virtual collaboration platforms are therefore the primary targets of training programs.*

***Keywords:*** *Leadership, Managerial, Competencies, Digital-Technological, Skills, Modern Workplace*

## I. INTRODUCTION

**Employee Skills and Competency Development**

In today's knowledge-driven and performance-oriented workplaces, training employees to improve their skills and competences is an essential aspect of HRM strategies. More and more, businesses are realizing that their employees' abilities are just as important as their financial investments or technical infrastructure when it comes to long-term success. A person's competences include their knowledge, skills, abilities, attitudes, and behaviors all working together to make them effective at their job and contribute to the organization's goals. The need for systematic skill improvement efforts and ongoing learning has been heightened by rapid technological change, shifting employment structures, and globalization. Therefore, training and development programs are essential for enhancing employees' talents in many areas, such as technical knowledge, behavioral efficacy, leadership potential, and computer literacy. Acquiring these skills boosts performance on the job and helps businesses stay competitive in the long run via increased creativity and productivity.

**1 Technical Skills Enhancement**

One of the key goals of training and development programs for organizations is to improve technical abilities. The term "technical competencies" describes the collection of skills and information needed to carry out one's work well in a professional context. Software expertise, data analysis, financial management systems, and customer service technologies are examples of what may be required in the service and technology sectors, as opposed to the manufacturing industries, where machine operation, quality control procedures, production management, and safety compliance are examples of what is typically required. Technical training must be continual in order to keep workers relevant and ensure operational efficiency in the face of the ever-changing technological systems and industrial processes.

**2 Behavioral and Soft Skills Development**

Employees' ability to engage successfully within organizational contexts is determined by their behavioral and soft skills, as opposed to their technical proficiency, which guarantees job accomplishment. The ability to work together, communicate effectively, adapt quickly, and have emotional intelligence are all highly valued in today's businesses. Interpersonal communication, collaboration, dispute resolution, time management, flexibility, and professional ethics are all examples of behavioral skills. The results of organizational atmosphere, employee engagement, and customer satisfaction are greatly affected by these abilities.

Training programs that prioritize behavioral development seek to enhance individuals' capacity to thrive in varied and ever-changing work environments. Teams and cross-functional cooperation models are becoming more common in today's workplaces, therefore it's more important than ever for workers to be able to communicate effectively with one another, both in terms of sharing knowledge and resolving misconceptions. Managing stress, keeping professional relationships, and responding correctly to organizational issues are all areas where workers may benefit from emotional intelligence training. Employee conduct in the service sector has a direct impact on client satisfaction and the company's image, making these skills all the more crucial.

Developing employees' soft skills also has a big impact on their motivation and work happiness. Effective conflict management and the development of mutually beneficial professional networks are two outcomes that benefit from employees' high levels of communication and interpersonal skills. This improves organizational harmony while decreasing stress in the workplace. Employees are better prepared to handle organizational change, such as reorganization, technology advancements, and shifting work requirements, when they have received resilience and adaptation training. Behavioral abilities enable individuals to persevere in the face of external challenges and maintain productivity in today's unpredictable and rapidly changing work settings. More and more, businesses are realizing that technical knowledge isn't enough to guarantee good leadership or happy customers. Thus, talent development programs cannot be complete without behavioral training activities. Organizations may foster more welcoming environments for all workers and stakeholders by instituting programs that teach values like professionalism, ethics, diversity awareness, and customer service. Building one's soft skills has a multiplicative impact on productivity in the workplace.

## II. OBJECTIVES OF THE STUDY

1. To study on Leadership and Managerial Competencies
2. To study on Digital and Technological Skills

**Leadership and Managerial Competencies**

Developing leadership and management competencies is another important facet of staff development programs. This is especially true for organizations that want to expand strategically and stay in business for the long haul. Capabilities in leadership include influencing, motivating, and guiding people or teams to accomplish organizational goals. Planning, making decisions, coordinating, monitoring performance, and managing resources are all part of a manager's competency set. Leadership development efforts are becoming more important for organizations as a means to train individuals for management positions in the future and meet succession planning needs.

Improving one's capacity for strategic thinking, decision-making, effective communication, and emotional intelligence are the primary goals of quality leadership development programs. In today's dynamic business climate, managers must adapt quickly while juggling the needs of their organizations and their employees. Prospective leaders may learn the ins and outs of how their firm solves problems and makes decisions via training programs like mentoring, executive coaching, and management development seminars. These programs promote innovation by urging leaders to think creatively and analytically.

**Digital and Technological Skills**

Digital and technology skill development has become an essential part of enhancing employee competence as a result of the fast spread of digital technologies. These technologies have changed workplace needs in almost every industry. Possessing strong digital abilities means being able to use various digital resources, such as software, data systems, and online communication platforms, to your advantage. These are essential for every contemporary firm. Jobs in administration, management, and customer service, in addition to more specialized technical professions, now need candidates to be technologically literate. More and more, businesses are embracing digital transformation strategies that use data analytics, cloud computing, artificial intelligence, and automation to boost productivity and creativity. But when workers have the right digital capabilities, technology adoption may really pay off. Employees' skills in business software systems, data management, cybersecurity awareness, and virtual collaboration platforms are therefore the primary targets of training programs. Because it teaches workers to be autonomous and productive with digital tools, digital training is a boon to remote and hybrid workplaces.

Because current skills become obsolete so quickly due to constant technological advancement, businesses must embrace workforce development strategies that emphasize lifelong learning. In today's technologically sophisticated workplaces, being productive requires employees to regularly upgrade their expertise. Employees are better able to understand data, make informed decisions based on that data, and participate in strategic planning when they have the skills to grow their digital competencies. Having the ability to experiment with new digital tools and come up with innovative solutions to organizational difficulties is another way that technical skills encourage innovation. By boosting staff self-assurance and easing their fears about unfamiliar systems, digital training programs also aid businesses in overcoming employees' reluctance to technological change. Innovation and active participation in transformation activities are more likely to occur when employees have a good grasp of technology processes. Therefore, in today's technology-driven marketplaces, it is crucial to cultivate digital skills to enhance organizational agility and guarantee long-term competitiveness.

Finally, developing employees' skills and competencies via training and development programs is a multi-faceted process that includes being technically proficient, behaviorally successful, capable of leading, and cyber-literate. Companies are better able to adapt to changing market conditions and intense competition when their employees possess these skills, which boost overall performance. Organizations may build workforces who are competent, enthusiastic, and flexible enough to maintain organizational excellence, creativity, and productivity in the face of fast-paced global change by funding competence development programs that cover all bases.

**Strategic Human Resource Management**

The vast SHRM literature emerged in the mid-2020s, when the first pieces of information started to pile up. Mabey, Salaman, and Storey (2018) are only one of several literature reviews that aim to fill in the gaps in our understanding of SHRM and its expanding role in the field. The SHRM discussion and this analysis are both greatly informed by the extensive literature that Jackson and Schuler (2015) compiled. This corpus of work stresses the significance of human resources developing a strategic outlook and shifting its emphasis to be more business-oriented. According to Lawler (2015), "far too frequently, the personnel function contributes value mainly by carrying out administrative tasks." With their emphasis on the idea that "the role of business partner is emerging in large part because the issues of organizational performance and HRM are inextricably intertwined," Mohrman and Lawler (2019) made a very pertinent remark. Despite the rise of automation, human resources departments have not yet undergone a radical transformation in the majority of firms. Gratton et al. (2019) offered a plethora of detailed material that attempts to reveal the truth about human resource management in many prominent firms. Their idea to find "the link between intended business strategy, intended HR strategy, and realized HR interventions" is the most important part of what Gratton et al. (2019) have to say about this. Gratton et al. (2019) noted that many HR directors understood the need to "match the management of people with the overall strategic direction of the organization," but they found very little evidence of sophisticated HRM practice in the literature.

The lack of a consensus on a single definition or conceptual framework for SHRM is a major problem in the literature on the topic. By "the pattern of planned HR deployments and activities intended to enable the firm to achieve its goals," Wright and McMahan (2022) meant just that. According to Schuler (2022) and Craft (2018), HRM is "the set of priorities a firm uses to align available or potentially available resources and its personnel policies and programs with its strategic business plan" (2018). The focus of these authors is on how HRM interacts with the business plan. The difference between human resource management and SHRM might become less clear when different definitions are used, say Wright and McMahan (2022). The question of whether or not to distinguish between the two ideas becomes more murky in light of this. In fact, the reality is that SHRM is a multi-faceted concept with many important, albeit divisive, frameworks and ideas. Individuals are a company's most valuable asset, according to the resource-based perspective of the business and SHRM's underlying principles (Barney, 2021, 2015; Pfeffer, 2014, 2017). Making good use of the firm's unique assets is crucial to gaining a competitive edge.

An focus on intangible knowledge, aptitudes, and talents has emerged as a result of the "traditional sources of competitive advantage (quality, technology, and economies of scale) have become easier to imitate" (Huselid and Becker, 2016). According to Guest (2019), Thompson (2018), and Patterson et al. (2017), investing in people may improve organizational performance. Consequently, there is a commercial justification for this. It supports the SHRM argument by highlighting the monetary advantages and significance of aligning people management with the organization's strategy and objectives. Obtaining value from the efficient deployment of resources and attaining strategic fit between those resources and opportunities are two ways to acquire a competitive edge. Human resource management (HRM) is a relatively new theoretical idea, however it is gaining traction among management experts and seeing more rigorous study on the subject (Kharti and Budhwar, 2022; Martell & Carroll, 2015). Ferris and King (2021) noted that "historically, scientific inquiry in HRM has been decidedly micro-oriented, tending to adopt a psychological perspective and proceeding at the individual level of analysis." There has been less effort to critically assess and integrate the work that has proposed that HRM theory and research may benefit from taking an organizational viewpoint. The absence of a solid theoretical framework for situating the HRM function within the broader organization is an obvious shortcoming of the discipline, according to Mahoney and Deckop (2016).

**Organizational Performance**

Organizational performance is the degree to which an organization achieves its goals and accomplishes its day-to-day responsibilities. The real outputs or outcomes of an organization may be measured by comparing them to their planned ones. Businesses may see whether they're succeeding in their endeavors by comparing these two metrics. The performance review is usually carried out by managers, strategic partners, or business owners. As part of the process, opportunities to enhance the company's performance are identified and put into action. The justification of capital expenditures, the identification of problem areas to guide management decision-making, and the assurance of efficient use of organizational resources are three major reasons why managers and owners of businesses conduct performance evaluations. What constitutes success for a business could change depending on its mission. The standard components of every company's performance review system are:

- **Operational performance:** Evaluating a company's marketing, customer happiness, product quality, and competitive advantage are all parts of operational performance. Sales figures and market share are also examined.
- **Financial performance:** Income and profit margins are the metrics used in this analysis of a company's financial health. It is the deciding factor in a business's investment opportunities, cash flow, returns on assets, and liquidity.
- **Shareholder return performance:** An analysis of the profit made by shareholders over a certain time period is known as the shareholder return performance of a corporation. Over that set time frame, it calculates how much an investor's portion of the firm increased in value.

**1. Evaluate employees' individual performance**

Workers are an organization's most precious resource as they dictate how well its operations and procedures run. The first step in conducting an assessment is to take stock of each employee's performance. When doing your assessments, consider the following points:

- **Task performance:** What this means is that the duties given to you have been completed to your satisfaction, both in terms of quality and quantity. Managerial competencies, including the ability to plan, keep tabs on, make decisions, and solve problems, may also be evaluated.
- **Adaptive performance:** Workers' reactivity on the job is what we mean when we talk about their adaptive performance. This is shown by their adaptability, creativity, eagerness to learn, and willingness to consider new ideas.
- **Contextual performance:** What this means is that workers can get things done even when they aren't explicitly asked to. Their level of engagement, creativity, ingenuity, and dedication to doing a good job may be tracked.
- **Counterproductive work:** These are the traits or actions that workers exhibit that could lower their efficiency on the job. Disregard for safety and instructions, chronic tardiness, and chronic absenteeism are all examples of these problems.

**2. Assess team-level performance**

The success rate of a company's projects is one indicator of its overall performance. To finish a project successfully, you need a team and good, practical communication. You can tell how well your team is doing by how well they complete tasks. Performance levels tend to be greater for team members that are good at getting through a lot of work quickly. Ways to boost performance at the team level include:

- **Team training:** As part of this, you'll need to study up on proper work procedures. The outcomes of team training sessions are good indicators of their efficacy.
- **Team building:** Establishing responsibilities and fostering connections among team members is facilitated by this. By promoting group problem-solving, you may enhance the outcomes of team-building exercises.
- **Leadership training:** You may encourage staff to take the lead on initiatives by providing them with good leadership training. Team members are motivated to consistently provide high-quality work even when not under close observation with this training method.
- **Simulation training:** To better prepare workers to deal with emergencies in the actual world, practice routines may be used. As a consequence, they are more adaptable and can produce higher-quality work.
- **Team debriefing:** Employees' skill sets and knowledge bases may be enriched via regular idea sharing and clear, concise feedback on projects and events. Finding opportunities and creating strategies to overcome obstacles are both aided by this.

## III. CONCLUSION

Planning, making decisions, coordinating, monitoring performance, and managing resources are all part of a manager's competency set. Leadership development efforts are becoming more important for organizations as a means to train individuals for management positions in the future and meet succession planning needs. Digital and technology skill development has become an essential part of enhancing employee competence as a result of the fast spread of digital technologies. These technologies have changed workplace needs in almost every industry. Possessing strong digital abilities means being able to use various digital resources, such as software, data systems, and online communication platforms, to your advantage. These are essential for every contemporary firm. Jobs in administration, management, and customer service, in addition to more specialized technical professions, now need candidates to be technologically literate. More and more, businesses are embracing digital transformation strategies that use data analytics, cloud computing, artificial intelligence, and automation to boost productivity and creativity. But when workers have the right digital capabilities, technology adoption may really pay off. Employees' skills in business software systems, data management, cybersecurity awareness, and virtual collaboration platforms are therefore the primary targets of training programs.

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