Report On

Significance of Competency Management System at LEADS Corporation Limited

By

SARAH TARANNUM

17204002

An internship report submitted to the Bachelor of Business Administration in partial fulfillment of the requirements for the degree of Human Resource Management

BRAC Business School

BRAC University

February 2023

Declaration

It is hereby declared that.

1. The internship report submitted is my original work while completing the degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through complete and accurate referencing.
3. The report does not contain material that has been accepted or submitted for any other degree or diploma at a university or other institution.
4. I have acknowledged all primary sources of help.

Student's Full Name & Signature:

Sarah Tarannum
17204002

Supervisor's Full Name & Signature:

Zaheed Husein Mohammad Al- Din
Senior Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Zaheed Husein Mohammad Al-Din
Senior Lecturer
BRAC Business School
BRAC University
Kha-224 Merul Badda, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir/Madam,

I am pleased to submit my internship report on the Significance of Competency Management System, as a partial requirement for completing the Bachelor of Business Administration at BRAC University. The report is based on my internship experience at LEADS Corporation Limited, where I gained practical insights into the Human Resource Management Department.

With due respect, I express my sincere gratitude to you and the university for their continued guidance and support. I would also like to thank the HR team at LEADS Corporation Limited for allowing me to apply the theoretical knowledge in a real-world professional environment.

I assure that this report meets the university standards and your expectations, accurately reflecting the learning outcomes acquired throughout my academic journey and my internship experience.

Sincerely yours,

____

Sarah Tarannum
17204002
BRAC Business School
BRAC University
Date: February 20th, 2023

Non-Disclosure Agreement

LEADS · IN TOUCH WITH TOMORROW

The Managing Director
LEADS Corporation Limited
LEADS Tower
M-20, Main Road 1, Section 14, Mirpur,Dhaka 1206, Bangladesh.

Dear Sir

NON-DISCLOSURE UNDERTAKING

With reference to my Internship in **LEADS Corporation Limited**, I do hereby give the following undertaking:

1. I shall not either during my Internship with the company or after the termination of such Internship, except with the written consent of the company, utilize or divulge to any person or persons any secret or confidential knowledge or information which I may have acquired as a result of my Internship by the Company or by any of its subsidiary or associated companies.

2. If, during my Internship with the Company, I either wholly or partially make, invent, suggest or in any manner acquire any invention, process, or recipe capable of being used in or relating to the manufacture, manipulation, storage or packing of any goods manufactured or dealt in by the Company, the same will be deemed to have been made, invented, suggested or acquired on behalf and for the benefit of the company alone. I shall, at the request and cost of the Company, apply for letters, patent or other similar rights in respect thereof in such countries as the Company may decide, and assign to the Company the full benefit of such invention, process or recipe and any letters, patent or other similar rights obtained by me in any country in respect thereof. But I will be entitled to be repaid by the company any sums expended by me with the previous written consent of the Company in connection with any such invention, process or recipe.

3. I will not, during the continuance of my Internship with the company, be engaged in any trade, business or occupation, other than the business of the Company, nor without the written consent of Company, be directly or indirectly interested in any other Company, or business manufacturing or trading in Computers, Peripherals, Software and Accessories thereof, or in any materials, or articles, used by the Company in the manufacturing, packing, trading, dispatching or advertising of its goods.

I certify that the above statement has been made by me consciously with full knowledge of its content and implications, and without being influenced by any individual or group.

Signature	: Sarah Tarannum
Name	: Sarah Tarannum
Designation	: Intern
Date	: 16/10/22

LEADS CORPORATION LIMITED

info@leads-bd.com www.leads.com.bd LEADS Tower, M-20, Main Road 1, Section 14, Mirpur, Dhaka 1206, Bangladesh

Acknowledgement

Throughout this internship journey, I was lucky to receive support that is difficult to put into words. My sincerest gratitude goes to the Almighty, who has given me the courage, perseverance, and strength to complete the internship successfully and this report. I am also indebted to OCSAR, where everything from internships to job placements was smooth.

Once I stepped in, Mr. Saif Hossain, Assistant Professor, played a substantial role. Also, being the Director of the BBA Program not only helped me to prepare for the internship but also connected me to my supervisor, Mr. Zaheed Husein Mohammad Al-Din, whose contribution is something I will always remember. From helping me with this report to constantly driving me to do better, research more, and think deeper, his guidance and endless suggestions have made a real difference. Both of their support were always there, and I profoundly value it.

I cannot move forward without mentioning Mr. Shaikh Abdul Wahid, CEO, whose trust and constant participation motivated me throughout. At the same time, Mr. Khan Sadat Anwar, Head of HR, always had my back whether it was planning my tasks, accomplishing them, or making sure I stayed on track. They both dragged me into important meetings, handed me responsibilities, and gave me the space to learn hands-on. An enormous thanks to Mrs. Shakila Parvin, my supervisor in LEADS, who steadfastly taught me to reach out to the right person for the right task, which helped me settle in and feel like a part of the company.

Of course, my parents, my spouse, and my family have been my support system in every imaginable way. Their continuous encouragement, patience, and happy distractions kept me balanced and focused.

To anyone who, in any way big or small, coached me, supported me, or simply believed in me during this time, I truly appreciate it. Every little bit mattered. This entire experience would not have been the same without them.

Executive Summary

This report investigates the implementation and impact of the Competency Management System (CMS) in LEADS Corporation Ltd. The objective was to assess how CMS can connect employees' competencies with organisational strategies to enhance operational efficiency, talent management, and employee retention. A qualitative methodology was executed, including meetings with stakeholders, conducting thematic analysis, organising employee interviews, and on-site observations during the CMS rollout.

The implementation of CMS also faced considerable challenges, such as integration between departments, diverse communication channels between teams, time constraints, unfamiliarity with the software, and inadequate time to properly assess the long-term impact of CMS. However, these were alleviated through cross-functional management, effective leadership, and improved investment in competency training. This report recommends real-time notification systems, validation by supervisors, and proper documentation to improve productivity further.

CMS also demonstrated its potential to ameliorate strategic HR planning and sustain top talent within the IT industry and beyond. Active engagement in data collection, coordinating interviews, and facilitating training further enabled the practical application of academic HR concepts in a real-world setting.

Keywords: Competency Management System, Skill-Gap Analysis, Performance Management, Strategic Human Resources, Succession Planning.

Table of Contents

List of Tables

List of Figures

List of Acronyms

HRM	Human Resource Management
BBA	Bachelor of Business Administration
LCL	LEADS Corporation Limited
IT	Information Technology
HR	Human Resource
HRD	Human Resource Department
CMS	Competency Management System
ATS	Applicant Tracking System
CEO	Chief Executive Officer
AI	Artificial Intelligence
JD	Job Description
MD	Managing Director
NBFI	Non-Banking Financial Institutions
ICT	Information and Communication Technology
KYC	Know Your Customer
KPI	Key Performance Indicators
R&D	Research and Development
SMEs	Small to Medium Sized Enterprises
IS	Information System
ERP	Enterprise Resource Planning
SCM	Supply Chain Management
CRM	Customer Relationship Management
TQM	Total Quality Management
PI	Process Improvement

CHAPTER 1: Overview of the Internship

1.1. Student Information

I am Sarah Tarannum of BRAC University, and I specialise in Human Resource Management (HRM) under the Bachelor of Business Administration (BBA) program. My university learning experience within BBA equipped me with practical knowledge in areas such as organisational behaviour, talent acquisition, training and development, and employee relations. This academic foundation was insightful, theoretically bolstering my internship experience and additionally allowing me to receive opportunities to rationalise the skills and knowledge I acquired over the years. The internship was a significant element of my elective for the BBA program that exposed me to the real-world professional corporate environment through HRM.

1.2. Internship information

1.2.1. Company Details

My three-month internship program was with the HRM and Administration Department of the well-reputed company LEADS Corporation Limited (LCL), which is widely recognised and vastly in Bangladesh's IT (Information Technology) and financial sector. The pioneering Human Resource (HR) policies and operations at LEADS are comprehensive and include various HR functions of recruitment, talent development, employee relations, and administrative tasks. This experience is an exceptional learning opportunity and a firsthand exposure to HR management in the business landscape infused with technology.

1.2.2. Internship Company Supervisor's Information

During my entire internship, I was under the mentorship of the Deputy Manager of the Human Resources Department (HRD) at LCL, Ms. Shakila Parvin Tripty. With her nine years of experience in the organisation and ample expertise, I was guided toward an instrumental learning process that facilitated a deep understanding of HR operations in the real world. Her transparent method of constructive criticism and close observation of my doings pushed me to ask questions, receive practical exposure, and seek clarity in HRM, resulting in an overall enriched internship experience.

1.2.3. Job Scope and Job Description

Activities that I was primarily engaged in included operations of HR, administration, managing talent, and looking after recruitment from start to end. However, the area that I was mainly focused on was the Competency Management System (CMS). Not only how CMS was designed and implemented, but also the pending parts of it for the deployment. At the same time, my internship period also consisted of concentrating on "Recruit Genie," which was utilised to modernise the recruiting process. On top of it all, I participated in designing, drafting, and finalising aptitude tests for the applicants while also facilitating web portal analysis with the development team for improvements and running beta tests for the system.

I was also engaged in posting JDs on various online platforms, i.e., BDJOBS and several social media pages, organising entry-level interviews and preparing to join documents for newly recruited employees. From contacting the applicants to scheduling interviews, I helped in every step of onboarding the new employees and managing administrative duties, for instance, preparing the experience documents and simplifying the process of opening bank account formalities for new joiners.

Likewise, I was occupied with conducting a SWOT analysis, PESTEL analysis, and portfolio analysis of competitor profiles for LEADS's consultation program. A feasibility study was undertaken to understand the existing market and its offerings better and position our product efficiently. The problems that the existing clients were facing were navigated more clearly with the help of thorough research. Furthermore, I was also involved in the company's ISO certification process, where I looked after the HR policy discussions and tenders, as they played a significant role in our competitive advantage.

Furthermore, I contributed to organising a job fair at American International University-Bangladesh, where I delineated LEADS to over 600 students. From crafting the promotional flyers to discussing with potential talent by answering their questions, I was involved in offering unique advice based on their career goals. My time in LEADS has also allowed me the opportunity to effectively manage the operational costs of the company by negotiating with vendors for different events to prepare visiting cards, ID cards, and flyers.

1.3. Internship Outcomes

1.3.1. Contributions to LEADS Corporation Ltd

My contributions to LEADS include diverse areas of HR operations and administration, primarily in streamlining processes and improving the company's recruitment and HR operations strategy. Namely, I have completed two out of three projects that were postponed for a long time. With these projects being deadlocked for over a year, my focus was on managing all the stakeholders involved to complete them successfully and ensuring that the one uncompleted project was continuing as expected.

While completing projects has the spotlight, my contributions to improving the overall HR strategies and operations made my time in LEADS successful. My approach before developing a new strategy included analysing other successful companies, their approach to solving complex HR problems, and the practices they followed to optimise them. While the Applicant Tracking System (ATS) can often be deceiving, considering the data that was used to train the ATS models, I tried to analyse and select employees for the first interviews with a strategy that was not biased. While the seniors, the head of HR, and the Chief Executive Officer (CEO) were actively involved in these discussions. Their cooperation helped me to bring innovative solutions to projects such as CMS and Recruit Genie.

Lastly, while analysing other successful businesses that deploy strategic HR practices to attract and retain the best talent from the talent pool, I always presented the best practices to my supervisors and managers to help them with the decision-making processes and further cut costs. These strategies not only benefit operational efficiency but also help LEADS achieve their long-term goals.

1.3.2. Benefits of the Internship

The internship at LEADS allowed me to have an extensive learning experience. Firstly, while the university taught me the theories, LEADS helped me to gain practical industry knowledge. While some theories worked well in the past, with the ever-evolving workforce, different motivational factors attracting a new generation of talents, and the rise of Artificial Intelligence (AI) replacing monotonous jobs, this internship complemented me with fresh challenges and the way to navigate them accordingly. Working in an IT company allowed me to understand the problems faced by these industries in the areas of HR management and retaining top employees.

Secondly, this internship enhanced my problem-solving, analytical, and the skills of managing different stakeholders. The projects required critical thinking while ensuring that the quality did not decline and that the costs were optimised for a more efficient recruitment process. In the IT industry, identifying the skills the employees possess and the areas where they can improve is a key differential that the CMS allowed LEADS to achieve to determine the success of the IT firm in the long run. These skill gaps also played a vital role in effectively identifying the need for fresh talent depending on the project's demands.

Thirdly, while this internship allowed me to gain many technical skills, it also paved the way for effective networking by working closely with the company's management and local and foreign clients. Their mentorship equipped me with a more comprehensive understanding of the role of an HR officer. These relationships are not only beneficial for professional growth but also help open the door for potential career opportunities.

Finally, this internship further honed my communication and teamwork skills. I had the privilege of working with not only the management and the HRD but also with every department of LEADS while collaborating with them on various projects. Effectively managing time while working on projects with close deadlines and meticulously handling and maintaining the confidential files of the employees was an invaluable experience. Furthermore, the internship in LEADS also helped me with the skills of presenting information clearly and concisely, a skill that is critical for HR professionals while dealing with both internal and external stakeholders.

1.3.3. Problems Faced During the Internship Period

The positives acquired were followed by some challenges, the primary of which was managing multiple projects simultaneously. The overwhelming feeling of building a promising career in a fast-paced organisation like LEADS itself is a new excitement; therefore, balancing my responsibilities across several projects, learning to manage time, prioritising essential and urgent tasks smoothly, and working under tight deadlines was too much to handle under an internship program.

Furthermore, during the internship, there were some ambiguous moments when I had to make decisions due to unclear or limited instructions. Amid these challenging situations, brick by brick, being resilient and confident in my ability to navigate uncertainty, I had to go through an instance of fear and take risks independently with blurred information in hand.

Lastly, working within a cross-functional team of different departments, including senior team members, presented their own set of communication styles and perspectives. Though initial collaboration was rutted, I showed my corporate communication skills and adaptability to balance the diverse viewpoints and accomplish mutual targets at the end. This professional environment helped me develop strategies to overcome challenges, improving my verbal and written communication skills.

1.3.4. Recommendations to the LEADS on Future Internships

Among several recommendations, the most important one observed was implementing a structured task management system for interns that summarises the sequence of tasks completed by the interns to measure the progress of any project, which will help the next intern pick up tasks. The absence of a centralised platform results in delays and confusion, and also deviates from managing tasks, failing to make the most use of an intern in the three months.

As crucial as the first recommendation, the second one is to create a detailed job description (JD) of the internship program, mentioning the project objectives and deliverables of the intern to reduce ambiguity in responsibilities. Along with the autonomy of my tasks, explicit guidelines improved my understanding of the expectations, producing exemplary task quality, which is a win-win for both the team and the intern.

As a cherry on top, professional development opportunities sponsored by the company at different ally organisations can be a part of the internship program, working as a marketing strategy for LEADS and providing enriched career growth for the intern. Organising workshops on industry-specific software for technical competencies of value or skills on Microsoft Office tools or training sessions with guest lectures on soft skills could polish the learning experience for the interns, making them more desirable for future companies to create new alliances with LEADS Corporation Limited.

CHAPTER 2: Overview of the Company

2.1. Introduction

2.1.1. Origin of LEADS Corporation Limited

The interception of the global giant NCR Bangladesh in 1992 thrived in the IT sector as LEADS Corporation Limited. Mr. Shaikh Abdul Wahid, the company's Managing Director (MD) and CEO, laid the foundation for the company when he acquired the Bangladeshi support services of NCR Corporation. The calculated gambit made by Mr. Wahid, then the Manager of Finance and Administration, was cooperated by the Vice President of NCR Corporation's Middle Eastern Africa branch to persist in the company operations.

LEADS initiated its services on hardware solutions, launching ATM booths around the country and spreading the user-friendly Personal Computers. However, under the visionary guidance of Chairman Mr. Shaikh Abdul Aziz, the company shifted its focus to software development, foreseeing its critical role in future technological advancements.

Today, LCL is a leading provider of innovative software solutions, serving the banking sector, financial and Non-Banking Financial Institutions (NBFIs), capital markets, and the pharmaceutical industry in Bangladesh. The company has also expanded its reach to Western markets, maintaining a strong reputation for excellence and reliability in the IT industry.

2.2. Overview of the LEADS Corporation Limited

2.2.1. Mission

LEADS's primary mission is to understand clients' business and technology needs and deliver tangible outcomes by leveraging our expertise and commitment to a wide variety of innovative products and services. Part of LEADS's quality of service comes from staying relevant with modern, reliable, and proven technologies while developing a competent and highly driven workforce.

2.2.2. VISION

In its vision statement, LEADS describes in detail its long-term objective, which is to be the standard of excellence in the Information and Communication Technology (ICT) industry. They strive to be the best option for businesses, suppliers, partners, and society.

2.2.3. Core Values of LEADS Corporation Limited

LCL anchors its operations on a well-defined set of core values that uphold its mission, vision, and organisational culture. These values are embedded in the company's identity and are mirrored in the actions and behaviours of its workforce.

Accountability is a fundamental value at LEADS, fostering a sense of ownership among employees. Each team member is expected to manage their tasks responsibly, promoting efficient time management and enhancing transparency across all levels. This focus on personal and collective accountability ensures that every individual contributes meaningfully to the organisation's objectives (Drucker, 2010).

The principle of Continuous Improvement drives innovation within the company. Employees are encouraged to develop and implement fresh ideas that can improve operational efficiency and service quality. This value fosters a learning culture where adaptation and improvement are ongoing processes (Cameron & Quinn, 2011).

Customer Dedication is at the heart of LEADS' operations. The company prioritises client success by delivering solutions tailored to meet their specific needs, ensuring a high level of customer satisfaction. This customer-centric approach helps build long-term relationships, reinforcing LEADS' reputation for reliability and service excellence (Kotter, 2012).

Green Living reflects LEADS' commitment to sustainability. The company operates from an energy-efficient facility, maximising natural light to reduce its environmental impact. This value underscores LEADS' dedication to corporate social responsibility, aligning profitability with ecological sustainability.

Integrity is deeply ingrained in LCL's ethos. The company expects employees to act with honesty and uphold moral principles in all their dealings, even when unobserved. This emphasis on doing the right thing fosters trust within the organisation and strengthens external partnerships.

LEADS' focus on Performance is rigorous, with employees' contributions continuously assessed and rewarded. This value promotes a results-driven culture where hard work is acknowledged and excellence is pursued. Performance benchmarks are clearly set, ensuring that both the company and its employees are aligned in their pursuit of success (Cameron & Quinn, 2011).

Respect is a core component of the professional environment at LEADS. The company prioritises respectful communication both internally and externally. Comprehensive training ensures that all employees engage respectfully, fostering a workplace that values diversity and mutual understanding.

Finally, teamwork is a pivotal value at LEADS. The company recognises the unique contributions of each team member, fostering a collaborative environment where skills and knowledge are shared. This collective effort enhances organisational efficiency and cultivates a sense of belonging, which in turn drives innovation and success (Schein, 2010).

2.2.4. Product and Service Portfolio of LEADS Corporation Limited

LCL offers a broad range of high-impact solutions primarily designed to meet the specific demands of financial institutions. The company's portfolio reflects a commitment to innovation, security, and regulatory compliance, supporting businesses in streamlining their operation and enhancing customer experiences.

LEADS' flagship product, BankUltimus, delivers a comprehensive assortment of solutions for trade finance, loan administration, and customer relationship management. BankUltimus efficiently facilitates the delivery of pecuniary services and meets the needs of individual customers, SMs and corporate clients. The robust infrastructure of N-Tier architecture adapts to integrate financial institutions' legacy with modern IT systems, ensuring resilience and scalability in different operational environments. This seamless function assists in maintaining both operational proficiency and conformity.

FinUltimus, a pivotal solution among LEADS services, is aimed at performing according to Bangladesh Bank's regulations. This enterprise-grade financial system incorporates intrinsic components such as Customer Information Files, Know Your Customer (KYC) compliance, and Transaction Profile tools. These functions mitigate risks, boost security, and ensure that financial transactions are handled efficiently, allowing banks to safeguard sensitive customer data and meet regulatory constraints via this reliable platform.

Banks and NBFIs both benefit from InsurSoft, the third most important web-based life insurance solution at LEADS. The system is equipped with a concentrated database, assuring that institutions can securely conduct client insurance and financial resources. InsurSoft's diverse advancements, stable security, and investment management enable it to serve prominent customer insurance-related financial needs.

Capita is a multi-purpose tool coded for capital market institutions. It showcases its competencies in buyer asset management, audit facilitation, and investment management. Budget, Fixed Assets, and Liabilities management tools are built-in features in Capita that help financial institutions keep track of and manage investments effectively. Likewise, the product utilises KYC compliance tools to support investors, augmenting its utility for capital market operators.

The Ultimus Analytics Program empowers banks and NBFIs to mitigate risk by exemplifying large datasets to examine credit portfolios, reduce expenses, and automate profiling to develop customer segments. This data-driven solution enhances decision-making and efficacy by providing real-time foresight into customer behaviour.

Beyond these core products, LCL offers value-added solutions to pursue broader business goals. CenterPoint is a business management solution that allows team leaders to use members of other teams on a project who are skilled at solving a particular problem. The strategy helps optimise operational workflow as associates show up to exhibit their excellence in a particular skill to keep the projects going and meet deadlines.

LEADS also offers HRGenie, an AI-based recruiting platform that simplifies talent acquisition processes. A working solution was developed to meet the increasing demand for flexible operations.

2.3. Management Practices

Table 1: Organization Practice Framework at LEADS

Category	Key Practices	Impact/Outcome
Leadership Style	♦ Autocratic leadership with tactical use of democratic methods in some contexts. ♦ Centralised decision-making during critical projects.	♦ Fast decision-making. ♦ Higher efficiency under pressure. ♦ Collective methods to reduce drawbacks.
HR Strategies	♦ **Recruitment:** Structured, multi-step process with digital tools. ♦ **Compensation:** Cloud-based payroll. ♦ **Training:** Online, offline, on-the-job learning. ♦ **Appraisal:** quarterly based KPI reviews. ♦ **Benefits:** Gratuity, provident fund, insurance, flexible work.	♦ Attracts top talent. ♦ Ensures compliance and transparency. ♦ Enhances employee satisfaction. ♦ Drives performance through merit-based evaluations.
Marketing Practices	♦ **Market Penetration:** Focus on banking sector with flagship products. ♦ **Market Development:** Expansion into the U.S. ♦ **Product Development:** Strong R&D focus. ♦ **Channels:** Direct sales, partnerships, digital marketing. ♦ **Branding:** Active online presence. ♦ **Advertising:** Mix of traditional and digital.	♦ Increased market share locally and abroad. ♦ Enhanced brand credibility. ♦ Strong client retention. ♦ Positioned as an industry leader in banking software.
Financial & Accounting Practices	♦ **Financial:** Presumed stable based on market dominance. ♦ **Accounting:** Accrual basis, adherence to international accounting standards.	♦ Maintains financial transparency. ♦ Ensures regulatory compliance. ♦ Supports scalable financial management.
Operations & IS Practices	♦ **IS Tools:** ERP, CRM, cloud storage, AI/ML. ♦ **Information Sharing:** SharePoint, DBMS, BI tools. ♦ **Quality Management:** ISO 9001, TQM practices. ♦ **Scheduling & Resources:** Microsoft Project, Jira, ERP-driven. ♦ **Supply Chain:** Lean operations with ERP-integrated SCM.	♦ Streamlined workflows. ♦ Real-time data-driven decision-making. ♦ High product quality. ♦ Efficient resource use. ♦ Reduced operational waste.

2.3.1. Leadership style

2.3.1.1. Autocratic Leadership

LEADS executes autocratic leadership, a style defined by centralised authority, in which leaders withhold substantial control and adjudicate autonomously. In the fast-paced software development industry, this approach is remarkably productive, as it ensures that delays are annihilated and decisions are taken promptly, just what autocratic leadership stands for. The ability to make decisions in critical situations has helped the company maintain its competitive advantage, manage convoluted, high-stakes projects, and achieve goals.

2.3.1.2. Application of Autocratic Leadership at LEADS

In certain states of rapid interventions, LCL has tactically availed autocratic leadership and constructed rigid hierarchical decision-making. The team leaders can head the necessary steps at a juncture and encourage the associates to act instantaneously in high-pressure situations by consistently communicating and empathetically responding to the associates' questions. This approach, in various cases, is indeed incorporated by LEADS, which affirms that leaders at all levels can take command in demanding situations, allowing for scrupulous responses to orientate with the company’s comprehensive ambitions without undermining the quality.

2.3.1.3. Examples of Autocratic Leadership at LEADS

One of the most notable instances of autocratic leadership at LEADS occurred in 2019 while launching the flagship product, BankUltimus. The leadership team adopted an austere top-down technique for product development, marketing strategies, and operational execution. This intrinsic discretion permitted releasing the product within the budget before the deadline under budget, reinforcing the position of LCL as a leading offerer of banking software in Bangladesh.

Secondarily, LEADS expanded into the American market in 2020, when this positive energy-spreading approach of autocratic leadership was applied. The undemocratic approach of employing a new office in the emergent market, managing assets ambitiously, and balancing the investments for proceeding chronologically to expand with nominal disorganisation.

2.3.1.4. Benefits of Autocratic Leadership at LEADS

The rationalised model of autocratic leadership has illustrated productiveness, making the employees reconstruct themselves professionally, yielding the foremost outcome of taking steps forward in the software industry. To rigorously attack any opportunities to make solid revenue, LEADS prepares instantaneous action for market changes and project needs. Moreover, customer demands cut off delays in product delivery or development.

Furthermore, LCL practices a culture of accountability, as the leaders make the decisions and their team members recognise their duties, creating a clear hierarchy of responsibilities. An effective business operation is aligned with a depletion of the outrageous pressure.

2.3.1.5. Drawbacks and Mitigation Strategies

Along with the positives, LEADS did receive several challenges as employee engagement gets curtailed by autocratic leadership and stifles innovativeness. This method commonly restricts the proliferation of the associates, triggering low morale and causing them to lose their genuineness. Additionally, the leaders throwing all kinds of instructions causes them to stagnate in terms of innovation, which is bound to be detrimental to an industry that survives in technical fields.

As an answer to the limitations, LEADS has incorporated participation, with democratic leadership, into the company’s operational strategies, abating the shortcomings while upholding the virtues of autocratic leadership. Along with shaping committed, revolutionary, skilled associates, the method also helped the company face market demands agilely and responsively.

2.3.2. HR Strategies of LEADS

2.3.2.1. Recruitment and Selection Process

The HRD at LEADS adheres to a meticulously crafted recruitment and selection process that is appealing to stellar performers while possessing an eclectic, equitable, and structured approach. Firstly, a requisition is placed on HR to identify vacancies with proper skill gaps and required technical skills, either through a specific manager or primary staffing plan. These requisitions are then approved by the head of the department, head of HR, head of finance, and finally the MD of LEADS, successively, and are then sent to the HRD. They then create an inclusive JD that clearly outlines the responsibilities, qualifications, and required expectations, clarifying a clear understanding of the position.

LEADS advertises JDs on various recruitment platforms, including job portals, social media, and employee referral programs. This multiplex approach amplifies the wave of prospective candidates, easing the trackdown process for those who are suitable for the company. Candidates are initially screened based on their CVs, followed by phone interviews and then online assessments on the Recruit Genie web portal to examine their eligibility further. As the selection process finishes, the hiring manager, alongside HR personnel, conducts an initial interview of shortlisted candidates. Before finalising a candidate, the MD sits for a final interview with the chosen one while the HR team does reference checks to verify experience, skills, and work standards. A competitive offer is provided with details of the salary, benefits, and other key terms, ensuring holistic recruitment that contemplates both technical competencies and cultural fit. Finally, the successful candidates are onboarded as integrated new hires, providing them with the necessary information about the company’s mission and their team.

Bangladesh Labour Law confirms this methodical recruitment and selection process as LEADS’ strategic objective of building a skilled and motivated workforce. Thus, it ensures that the company attracts the most suitable candidates while promoting integrity and assimilation in its hiring practices.

2.3.2.2. Compensation System

LCL utilises a cloud-based payroll management system integrated with the HRD to enable seamless data sharing and task automation to steer employee compensation accurately and effortlessly. Electronic salary, wage calculations, tax, contribution deductions, payslip generation, and salary certificates are all fulfilled by the payroll system in parallel with the detailed payroll reports, helping HR to keep track of payroll expenditures and compliance with financial regulations. The system has supremacy as it reduces operational costs compared to long-established systems, exhibiting scalability and accommodating changes as the complexity of the abundance of employees or payroll services increases as the company grows. Additionally, the significant degree of data security this platform maintains ensures the protection of sensitive employee information on top of meeting the payroll constraints on time and, ultimately, contributing to employee compensation.

2.3.2.3. Training and Development Initiatives

Recognising the gravity of training and development, LCL enmeshes a fusion of in-person, online, and on-the-job training, designed to prepare employees with the knowledge needed to excel on their respective projects. A noticeable investment is made in the in-person training seminars that are held routinely at regional branches, uniting employees with development needs for interactive sessions. The online training courses are an adjustable privilege for all employees and are willing to cover a vast range of hard and soft skills. These courses reckon a range of points that need to be earned by the candidates, who are awarded certificates upon scoring.

Centre of Expertise is the on-the-job training at LEADS tailored for individual development and specific projects, often recommended by supervisors. This team trains in areas such as technical expertise, including tools like Java and Microsoft Azure, as well as soft skills like leadership management and communication skills to diversify employee credentials.

2.3.2.4. Performance Appraisal System

LEADS' performance appraisal system requires no explanation as it is merit-based and all square to decisions of promotions, compensation, and employee motivation. The Key Performance Indicators (KPIs) are established at the beginning of the year for each employee, defining clear standards and encouraging ongoing progress based on their positions. These KPIs are reviewed quarterly by the supervisors, who observe the development and comment on any modifications to reflect. By the end of the year, written feedback on their performance ratings is sent out to the employees, mentioning those who served and exceeded expectations and understanding strengths and areas that need improvement.

2.3.2.5. Benefits and Employee Satisfaction

To maintain an unswerving turnover rate, LCL focuses heavily on employee job satisfaction. They offer directive benefits, including gratuity, provident funds, and medical allowances, in addition to flexible work hours, travel expenses, and remittances for academic development. They also have retirement plans, paid leave policies, insurance, and child care, ensuring that employees feel secure.

2.3.2.6. Evaluation of Effectiveness

The recruitment and selection process at LCL is comprised of making HR economically profitable. It not only attracts top talent but also amplifies job satisfaction and a stern compensation management system through a cloud-based payroll system. Training and development programs equip employees with skills prone to success, while the performance appraisal system continuously improves employees and aligns their betterment with organisational objectives. Overall, LEADS' HR package promotes employee engagement, job satisfaction, and a motivated and skilled workforce that drives organisational success.

2.4. Marketing Practices

2.4.1. Market Penetration

Market penetration is one of the core subjects of LEADS' marketing strategy, particularly in the financial sector. By following a continuous innovation process, LEADS spreads its market share and delivers high-quality software solutions according to banking institutions' needs. Indeed, the approach retains the evolving demands of the existing clients and also attracts newer ones, allowing LEADS to leave the competing companies behind.

LEADS cements its position as a leading provider of scalable and flexible solutions with its core creation, BankUltimus, which regulates large volumes of transactions, redoubles customer service, and streamlines operations. With such value, LEADS gathers feedback from clients to improve its offerings, which supports a long-term satisfied clientele.

2.4.2. Market Development

The recent expansion of the company in the American market is an excellent example of LEADS' market development, which shows that it is industriously exploring both domestic and international markets. This unique approach towards the new market's roots stemmed from its ability to customise software solutions for local demands and its ability to understand the diverse, competitive international market, which aimed to achieve beyond its home base in Bangladesh. By localising its offerings and understanding multifarious preferences, LEADS positions itself as a responsive and customer-centric software provider where customers are highly satisfied and continue to use its services.

2.4.3. Product Development

Product development is a critical pillar of LEADS, and dedication and innovation are the overall factors that make up the marketing strategy. The company’s commitment to continuous innovation addresses specific challenges faced by banks and financial institutions, such as security, scalability, and compliance. The company's heavy investments in Research and Development (R&D) not only help LEADS maintain a competitive edge but also ensure that the company continues to deliver solutions with technological advancements that are acceptable to customer needs.

2.4.4. Target Customers, Targeting, and Positioning Strategy

LEADS Corporation Limited primarily targets banking and financial institutions as a customer base. Within this segment, LEADS focuses on both large-scale banks and small to medium-sized enterprises (SMEs). For large-scale banks, persistent software solutions are capable of managing extensive and complex banking operations. At the same time, for SMEs, LEADS provides cost-effective, efficient services that meet operational necessities without being prohibitively over-priced.

Inclusive of banking institutions, LEADS also targets pharmaceuticals and capital markets, offering specialised software solutions designed to smooth operations and upgrade productivity. LEADS' positioning strategy revolves around providing superior, stable, and user-friendly software that enables LEADS to distinguish itself from competitors and appeal to a broad range of clients.

2.4.5. Marketing Channels

LEADS Corporation Limited employs a well-thought-out, multi-way marketing policy to reach its target audience effectively. Direct sales, as the first one, with a dedicated team engaging closely with potential clients, enables simplifying distinctive requirements to provide customised solutions, which is particularly valuable to fostering strong client relationships.

In addition to direct sales, LEADS capitalises on alliances with recognised technology firms and financial institutions to enhance its credibility and expand its orbit within market segments. Partnerships bolster LEADS' reputation as a reliable service provider and strengthen its demeanour in markets that call for technological capacities, such as the financial sector.

The company's online presence, third but not least, is active profiles on platforms such as LinkedIn, Facebook, and Twitter, providing consistent updates and bringing engagement with its audience. By optimising its digital content using search engine optimisation (SEO) strategies, LEADS increases visibility, thereby expanding its reach and engagement with potential clients (Kotler & Keller, 2015).

2.4.6. Branding Activities

LEADS frequently updates its website and regularly posts on social media platforms with news on achievements, events, and project milestones. This communication prioritises brand visibility, strengthening its identity and credibility. Effective branding not only differentiates them in a competitive market but also fosters a positive perception of their commitment to innovation and client satisfaction (Aaker, 2004). Highlighted client testimonials and a showcase of its record of successful projects further solidify the company's position, establishing LEADS as a trusted partner for existing and potential clients.

2.4.7. Advertising and Promotion Strategies

LEADS implements both traditional and digital advertising to promote its products and services, with each approach serving distinct purposes. Traditional advertising includes print media placements in industry-specific publications and sponsorships of relevant conferences. LEADS provides outright revelations to a targeted professional audience to establish stability and magnify its presence at industry events.

On the digital front, LEADS engages in social media marketing, email campaigns, and content marketing. Content marketing, such as publishing blogs, whitepapers, and case studies, further underscores the company's expertise, adding value. Alongside, posts on LinkedIn, Facebook, and Twitter make LEADS knowledgeable and reliable as they create a vast network of professionals, attracting new spearheads while setting scopes for potential clients and partners.

In a nutshell, the multidimensional marketing strategy integrates branding activities through direct sales and a strong online presence. It makes them stand out through digital and traditional methods by effectively communicating their value proposition and strengthening their brand identity. LEADS targets market penetration, market development, and product innovation to ensure it continues to expand in the IT industry, reviving its outcomes in the banking and financial sectors.

2.5. Financial Performance and Accounting Practices

2.5.1. Financial Performance

As an intern at LCL, I was not directly involved in analysing the company's financial data or being able to access detailed financial statements. An intricate set of data from balance sheets and income statements is imperative in order to make a thorough assessment of any company's liquidity, profitability, and creditworthiness. These financial documents were not at hand to me, albeit a pattern of corporate earnings can be inferred using stakeholders such as market distinctiveness, offered products, and general operational progress.

The analysis study on the financial statement, if available, included the financial ratios to find out the process of managing the inflow and outflow of the company, as well as how profit is made. The current ratio and debt-to-equity ratio would be instrumental in assessing liquidity and solvency and how well LEADS regulates its short-term liabilities and long-term debt sustainability. Similarly, profitability would be gauged through ratios like return on assets (ROA) and return on equity (ROE), providing insight into how effectively the company is using its assets and equity to generate profits. The company's ability to turn assets into revenue, a measure of operational efficiency, would be assessed through turnover ratios.

While these numerical insights remain speculative without financial statements, LEADS' established role in the software sector, particularly its stronghold in core banking software, offers a qualitative reflection of economic stability. The prominence of its software solutions, like BankUltimus, and consistent product development efforts suggest steady revenue streams and market growth. However, without specific financial data, further conclusions about profitability, liquidity, or leverage remain beyond my reach.

2.5.2. Accounting Practices

Although I did not engage directly with the accounting department during my internship, understanding the accounting practices of a company like LEADS is integral to a comprehensive assessment of its financial management. LEADS, like most organisations of its size, is expected to adhere to standard corporate accounting principles. These principles ensure that the company remains transparent, compliant, and efficient in financial reporting.

LEADS Corporation likely follows key accounting principles such as the matching principle, which ensures that revenues and expenses are recorded in the same accounting period. At LEADS, the accounting practices, i.e., journal entries, ledger postings, adjustments, and the preparation of financial statements, assert precision and completeness. Most large companies, including those in the software sector, use the accrual basis of accounting. This method records revenues and expenses as they are incurred, offering a more accurate reflection of the company's financial health than cash accounting. LEADS Corporation adheres to the accounting and industry's conventional norms practised worldwide to pursue the accrual method.

LEADS' financial reporting can be influenced by classified depreciation methods: straight-line, declining balance, or units of production. This method allows the expense of tangible assets to be incurred over their service lives. Nevertheless, technological companies in Bangladesh adopt the straight-line method for consistency and coherence of application.

In summary, during my internship, with no direct access to LEADS's financial data or accounting processes, they observed standard accounting principles arrayed with its size and industry regulations. Maintaining majority regulations guarantees compliance, continuous growth, and credibility within the software industry's competition.

2.6. Operations Management and Information Systems Practices

2.6.1. Operations Management

LEADS Corporation Limited deploys advanced Information Systems (IS) for operation optimisation, creating Enterprise Resource Planning (ERP) as the backbone of IS. As noted by

Hunton et al. (2003), ERP systems offer a competitive edge by fusing business processes. Therefore, by integrating HR, finance, and supply chain management (SCM), ERP ensures data centralisation, provides real-time access, reduces information delays, and expedites decision-making.

In addition to ERP, Customer Relationship Management (CRM) tools gather and manage customer data that track client synergies, helping LEADS shape services to satisfy customers. Akçura and Srinivasan (2005) demonstrate that CRM improves customer liaison and boosts business pursuit. LEADS' CRM uses this, allowing real-time data analysis and facilitating data-driven decisions.

For data storage, LEADS' cloud systems use tight security protocols to store boundless data while offering accessibility across the organisation. LEADS also leverages AI and Machine Learning (ML) to automate mundane processes and forecast visions while simultaneously operating with business goals.

2.6.2. Information Sharing with Stakeholders and Clients

Internal and external communication is vital for organisations. LEADS effectively share information using platforms like Microsoft SharePoint, which facilitates business-like project updates and report management. Brynjolfsson and Hitt (2000) discuss that trend-setting details should be accessible to all parties, ensuring improvement in real-time collaboration across stakeholders.

According to Ramakrishnan and Gehrke (2000), Database Management Systems (DBMS) are crucial in managing organisational data. LEADS uses Microsoft SQL Server and Oracle Database in DBMS for operational agility, favouring internal and client-facing services.

In addition, business intelligence (BI) tools generate insights from data and are transparently shared with clients to support data-driven decision-making. LEADS also employs Microsoft Office 365 to streamline daily tasks such as communication, scheduling, and task management.

2.6.3. Quality Management, Scheduling, and Resource Allocation

LEADS Corporation follows the virtues of Total Quality Management (TQM) practices, retaining high operational regulations linked with ISO 9001 certification. Samson and Terziovski (1999) unveil that TQM positively impacts organisational outcomes, and LEADS continuous quality inspections, rigorous progressions, and customer-centric actions are key plans of action. By blending observations in accordance with quality control at every stage, the products and services routinely meet customer expectations.

As Larson and Gray (2017) explain, project management software is inadequate for competent resource and schedule management. For time management and scheduling, LEADS managers set feasible deadlines to gauge evolution and adjust activities accordingly, which requires them to rely on tools like Microsoft Project and Jira. They align adequate resources for managing timelines to reduce obstructions and delays and optimise functioning processes.

The ERP system navigates resource allocation at LEADS, providing real-time visibility into the availability of potential personnel, advanced equipment and sufficient materials, ensuring resources are neither underutilised nor overutilised. The company also practices Capacity Planning techniques to anticipate future resource necessities and optimally reshape strategies as per client demands.

2.6.4. Lean Operations and Supply Chain Management

A leading guideline that LEADS has applied is Lean Management, which should eliminate waste and focus on operational efficiency. Womack and Jones (1996) highlighted that Lean

Management principles streamline organisation processes and increase outcomes. LEADS' vision of lean operations contributes to identifying obstacles and improving workflows that remain malleable to fluctuating business environments while adhering to agility.

In SCM, LEADS integrates with its ERP system to use advanced software to score supplier relationships, inventory levels, and logistics. This umbrella approach tracks real-time orders and inventory, reducing lead times with successful delivery. Thus, operations management optimises resources according to the strategic goal of inviting satisfied customers.

2.7. Industry and Competitive Analysis of LEADS

LCL is recognised for its unparalleled services, excelling in introducing new products and achieving success with unique technologies. They function exceptionally in the competitive and dynamic environment by continually polishing their analysis, emphasising the industry's competition annually. This approach helps them be aware, innovate, and prepare for future priorities, providing an unerring and practical direction.

2.7.1. Porter's Five Forces Analysis of LEADS Corporation Limited

2.7.1.1. Competitive Rivalry: IT firms in Bangladesh promote a cut-throat culture, offering comparable spheres in the banking and financial sectors, e.g., BJIT Limited, Datasoft Systems Bangladesh Limited, and Enosis Solutions. LEADS maintains its combative edge against these competitors who exist strongly, thriving with advanced software solutions by continuously updating and leveraging its fundamental knowledge of local market needs. BankUltimus proves that the industrial nature of softwares can be accelerated, which necessitates ongoing vigilance and mutation for LEADS.

2.7.1.2. Supplier Power: Suppliers for the IT industry are high-quality hardware and software providers and human resources that LEADS relies on to formulate its products. While there is a great openness of suppliers, some gain substantial power due to the specificity and quality required for raw elements, thus limiting options. LEADS mitigates this challenge through long-term partnerships with reliable suppliers. Correspondingly, a collection of hardware and software is developed to reduce the dependency on external suppliers, thus achieving balance.

2.7.1.3. Buyer Power: LEADS exploits buyer power by communicating wondrous value through inimitable products, personalised customer service, and concrete bargaining power to nurture strong relationships with the diverse client base of financial institutions.

2.7.1.4. Threat of Substitution: There is a great deal of threat of being substituted by continually expanding new technologies that make clients switch. LEADS encounters these threats by heavily investing in R&D to offer feasible features, providing diverse solutions that make client usage smoother and increase dependency. This low-cost solution makes it difficult for competitors to shift.

2.7.1.5. Threat of New Entry: The ISO 9001:2015 certification allows LEADS to make the most of its extensive industry reputation, experience, and product portfolio with intense anticipation of quality and compliance to combat the new entry threat. The threats can come with the latest and most sophisticated services in the market; nonetheless, the profound knowledge of local markets and the strong relationship with the customers deter the newcomers trying to penetrate the industry. As a result, it also potentially hinders the operations of established contenders.

2.7.2. SWOT Analysis

Table 2: SWOT Matrix- LEADS Corporation LTD

Strengths	Weaknesses
▪ Strong brand image ▪ Landmark HQ ▪ Positive work culture ▪ Tech innovation ▪ Strong collaboration	▪ Costly software updates ▪ Data protection costs ▪ High staff turnover ▪ Client concentration
Opportunities	**Threats**
▪ Foreign tech adoption ▪ Global expansion ▪ Government projects ▪ Access to top graduates ▪ Pharma digitalization	▪ Power outages ▪ Forex volatility ▪ Political instability ▪ Brain drain

2.7.2.1. Strengths:

Brand Image: For over thirty years, LEADS has held a strong brand image of experience and a profusion of recognition in finance. Moreover, NBFIs are spreading their eminence in the US market. This reputation in risky industries gives LEADS an upper hand as a reliable and secure company.

Landmark Headquarters: LEADS Tower is the country’s only IT company with its headquarters at M-20, LEADS Tower, Main Road-1, Dhaka 1206. The prominent structure is crucial for attracting top businesses and elevating brand value, authenticity and brilliance.

Workplace Environment: LEADS’ culture is a professional workplace encouraged by upper management with a small degree of amicable raises. The positive environment boosts morale, conflict management, job satisfaction, and overall productivity.

Advanced Technology: LEADS' commitment to technological advancements requires them to invest heavily in talent and innovative solutions, which sets them apart from competitors across various industries.

Inter and Intra-Departmental Synergy: LEADS nurtures aggressive collaboration among its teams, stimulating inter-departmental synergy that amplifies problem-solving capabilities and maintains professionalism and legibility.

2.7.2.2. Weaknesses:

Barriers to Providing Software Updates: Tailoring updates for diverse client ecosystems is costly and resource-intensive, which impacts LEADS's reputation for reliability and timeliness and limits its ability to risk significant changes through frequent software updates.

Data Protection and Backups: Storage backup for large-scale applications is a rising cost, which is a challenge for LEADS. Failing to steer dynamic data protection can crash the client's trust.

Lack of Experienced Employees: The trend of experienced developers switching employers affects LEADS' ability to retain senior staff, hindering responsiveness and service quality as client demands grow.

Lack of Diversity in Clientele: The excessive reliance on the banking and financial sector makes them vulnerable to market fluctuations and economic downturns, emphasising the need for diversification, which results in limited market presence in other industries.

2.7.2.3. Opportunities:

Pioneering Proven Technologies: LEADS can introduce proven foreign technologies to the Bangladeshi market, escape R&D costs, centre marketing and distribution, and position themselves as industry leaders in emerging technologies.

Competing Overseas with Cost-Effective Talent: A fallen operational cost can cut a colossal price while maintaining quality against foreign competitors, leveraging cost advantage in overseas markets.

Acquiring Governmental IT Contracts: The digitalisation of the Bangladeshi government has the potential for lucrative opportunities, as no other IT firm can match LCL's strong brand image and local expertise.

Access to Top Graduates: LEADS attracts the best graduates from top universities, polishing their talented recruits to bring fresh perspectives and modern ideas, driving the company's growth and innovation potential.

Digitalisation of the Pharmaceutical Industry: As the pharmaceutical industry in Bangladesh expands and demands digital solutions, LEADS' experience with web-based technologies and adroitness in AI and blockchain make it competitive in the emerging market.

2.7.2.4. Threats:

Power Failure: Server downtime can disrupt client services, leading to data breaches and the loss of sensitive information. Power outages, aggravated by government load-shedding, can impact client trust and satisfaction and threaten LEADS's operations.

Foreign Currency Crisis: LEADS's operational costs include imported IT hardware and software tools, which can skyrocket due to the mounting price of foreign currency and result in a big crisis in profitability.

Political Instability: Political disruptions, significantly during elections, can delay submissions and increase regulatory scrutiny, affecting LEADS's revenue and shaking the process of securing new contracts.

Outward Migration of Bangladeshi Talent: The ongoing trend of skilled graduates emigrating for opportunities abroad reduces the availability of top talent, impacting recruitment of the best minds and limiting the workforce's progressive potential.

2.7.3. Competitive Advantage

LCL's competitive advantage includes its strong brand reputation, leading-edge technology, timely entry into the international market, and unprecedented entrance into the banking sector. The company's ability to capitalise on its brand image, invest in cutting-edge technologies, attract top talent, and blend deeply with the banking industry proactively steers the competitive landscape and corroborates its market position. By continuously innovating and maintaining high standards of features and compliance, LEADS is positioned as a leader in Bangladesh's IT sector.

2.8. Summary and Conclusion

LEADS Corporation Limited's ERP, CRM, cloud computing, and well-conditioned quality management practices, integrated with advanced information systems and lean management principles, have created a polished operation. The company ensures that its operations are harmonised with business objectives and adaptive to future needs by intensely focusing on data-backed decisions and innovatively evolving; LEADS is well-positioned as competitive in Bangladesh's rapidly developing IT industry.

CHAPTER 3: Overview of the Project

3.1. Introduction

3.1.1. A Brief Overview of the Competency Management System (CMS)

Competency in an organisation embodies the definite skills, knowledge, and behaviours for executing a compelling job. Boyatzis (1982) posits that competencies define the difference between average and high-performing employees, establishing a benchmark for success that widens beyond technical skills. The CMS, accordingly, is proven to be a vital performance-enhancing tool within modern HR practices, supporting organisations by identifying and addressing skill gaps that could hinder the achievement of strategic objectives. By aligning competencies with organisational goals, a CMS optimises workforce potential, particularly in the areas of recruitment, training, and succession planning (Lucia & Lepsinger, 1999). In rapidly evolving business environments, this framework is instrumental for both individual career development and the organisation's overall development.

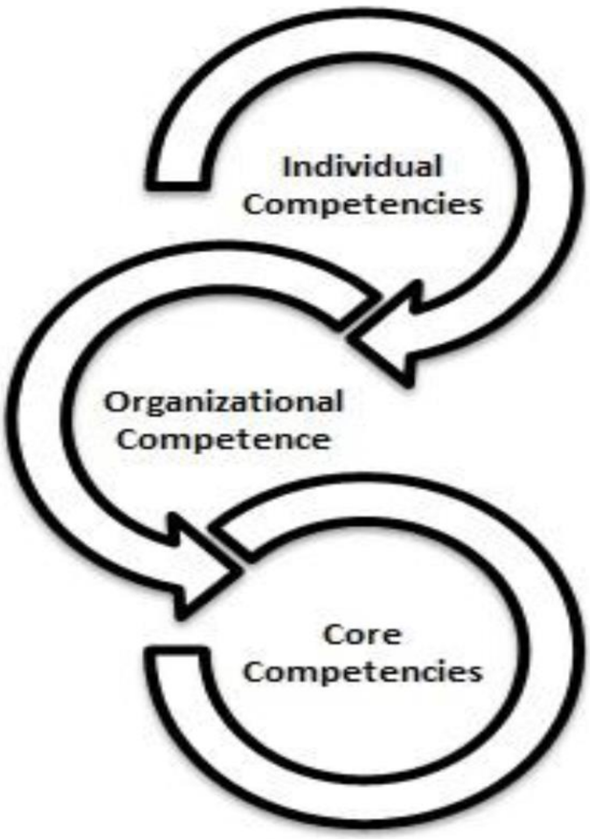

Figure 1: Competency Management- Key Elements

The foremost objective of the CMS is competency identification, which involves recognising the competencies essential for progress in an individual's role. The identification not only makes the organisation abide by a task-oriented approach but also pays heed to the vast aspects of the competencies that outgrowth the effectiveness of job performance. Managers can evaluate employees based on a certain standard, creating a transparent and impartial talent management process. As Draganidis and Mentzas (2006) explain, competency management ensures that organisations maintain a clear understanding of the capabilities required for optimal workforce alignment.

Competency frameworks today extend beyond technical abilities to include essential behavioural traits, a shift underscored by Sparrow (1997). In modern workplaces, behavioural competencies such as adaptability, teamwork, and leadership are increasingly recognised as indicators of high performance, particularly in collaborative settings. The competencies integrated with HR assessments conceive innovative teams who are flexible to the ever-changing industry, facilitating resilience.

In tandem with competency identification, the CMS also assesses employees' existing skills, which enables managers to evaluate their performance against the role's requirements, highlighting gaps between current capabilities and job expectations. A centralised CMS ensures consistency across departments, minimising biases and discrepancies in performance evaluations (Lucia & Lepsinger, 1999). This objectivity not only strengthens managerial decisions but also empowers employees by clarifying the criteria for career progression.

One of the significant advantages of the CMS is that it streamlines task delegation with a precise understanding of employees' competencies and role requirements, with the right individuals, ensuring efficiency and reducing the chances of burnout and role dissatisfaction. This system of "best-fit" allocation maximises productivity, as employees are more likely to excel in tasks that align with their competencies (Armstrong & Taylor, 2020).

Upon identifying the gaps in an employee's skill set, a foundation for targeted training initiatives helps focus on closing these gaps. This is followed by tailored development attempts to increase the likelihood of personal and professional growth, aligning with the organisational requirements (Cappelli & Tavis, 2016). This upper hand to LEADS' CMS ensures that employees attain impactful and relevant job performance, winning career satisfaction.

The system supports succession planning by diagramming the competencies needed for upcoming leadership positions. Athey and Orth (1999) advocate for a holistic approach to competency that blends technical and interpersonal attributes, resulting in a well-rounded framework for talent management. The succession of recognising the combined importance of technical expertise and interpersonal skills allows organisations to cultivate employees who can excel independently, collaborate effectively, and lead when needed. This dual-focus plan supports comprehensive development, ensuring that employees meet current job demands while preparing for future roles.

A clear structure for skill development and career growth empowers employees to engage and motivate them. This foundation is central to CMS, building employees who take professional trajectories in hand. A well-executed CMS displays an organisation's investment in employees' growth, making them feel valued, boosting satisfaction, and retaining a positive work environment.

3.1.2. Rationale for Choosing CMS in HRM

HRM is a factor of the utmost importance for any organisation, especially in the tech-centric industry where brand-new ideas and versatility are top-notch. Competency management has evolved into a strategic business lever, supporting HR functions like recruitment, workforce development, and succession planning. The initial design was to map job-specific skills, but CMS now incorporates technical, behavioural, and interpersonal elements (Athey & Orth, 1999). At LCL, the "right person, right job" principle is elementary to HRM and constitutes the framework of the CMS. Several researchers have concluded that organisations that draw attention to competency-based HR practices achieve employee satisfaction, retention, and productivity at an augmented level (Cappelli, 2008). This evolution has rendered competency management an invaluable asset for aligning human capital with broader organisational strategies, ensuring that talent within the organisation is optimised for both current and future needs.

Subsequently, implementing CMS allows organisations to maintain a competitive perimeter, ensuring that the workforce continuously evolves in the face of increasing market demands. Armstrong and Taylor (2020) argue that organisations with cogent CMS are more inclined to innovate and respond by swiftly shuffling their human capital to meet new challenges. For a company like LCL, operating in Bangladesh’s burgeoning software sector, a workforce with both up-to-date technical skills and adaptable soft skills, CMS becomes even more crucial.

3.1.3. LEADS Corporation's Adoption of a Web-Based CMS

LEADS Corporation’s decision to implement a web-based CMS reflects the growing importance of digital tools in modern HR practices. According to Deloitte (2019), the adoption of HR technology platforms is a widespread trend, with over 70% of organisations utilising such systems to improve workforce management. A web-based CMS offers several advantages, including real-time updates, accessibility, and integration with other business systems. The centralisation of employee data within the system enables HR managers to track employee skills, supervisor approvals, and training needs more efficiently. Skill gap analysis is a fundamental function of CMS, as it allows organisations to proactively address deficiencies in their workforce, ensuring that employees are not only equipped for their current roles but are also prepared for future challenges (Draganidis & Mentzas, 2006).

The CMS is grounded in human capital theory, which views employees as valuable assets that contribute to organisational performance. Becker (1964) asserts that developing employee competencies enhances organisational productivity and provides a competitive edge.

Moreover, the resource-based theory posits that organisations can achieve sustained success by cultivating inimitable resources, such as a highly skilled workforce (Barney, 1991). CMS facilitates the identification and development of these critical human resources, enabling organisations to achieve strategic objectives and maintain competitive advantages.

3.1.4. Benefits for LEADS Corporation and the HR Department

The CMS project stands to elevate the HR department's role within LEADS Corporation. As competency management becomes more integrated with business strategy, HR shifts from an administrative function to a strategic partner in organisational success (Ulrich & Dulebohn, 2015). By providing data-driven insights on employee performance, skill gaps, and training needs, the CMS enables HR to contribute directly to decision-making processes. This enhanced role not only strengthens HR's position within the company but also supports LEADS Corporation's long-term growth by ensuring that the workforce remains aligned with business goals.

A CMS offers numerous operational benefits, such as improving decision-making regarding promotions, workforce planning, and talent acquisition. By maintaining a clear and up-to-date picture of employee competencies, the system ensures that HR managers can make informed choices about who to promote, where to allocate training resources, and how to recruit talent that fits the company's culture and strategic needs.

3.1.5. Personal Experience and Involvement

As one of the selected interns to work on this project, I gained priceless firsthand experience in HR management and CMS. My inclusive responsibilities included appending employee data, locating skill gaps, and development succession plans. I learned how the CMS project demonstrated how HR technology corroborates administrative success and provides practical insights into the merit of competency management.

I was responsible for keeping the CMS updated with ongoing employee competencies and job requirements that underscored the distinction of continuous data management. This experience also accentuated the collaborative aspect of HR projects, as I cooperated with other departments to align the system with broader business goals.

3.1.6. HR Documentation: A Core Learning Area

Robust HR documentation serves more than just recording data on employee histories; it covers all areas of effective HRM, including performance evaluations, training, and developmental plans. This foundation, as one of my core learning experiences, ensures decisions made in HR are gleaned from traceable and accurate information, thus acting as a mandatory compliance tool and audit trail (Mondy & Martocchio, 2016). Organised documentation equips HR to guide recruitment, promotions, and personnel management with transparency and accountability. Moreover, it serves as a stable source for evaluating employee betterment and substantiating training and performance appraisals.

Project Implementation: Insights from a CMS Rollout: On the grounds that the CMS rollout highlighted that planning, stakeholder alignment, and continuous monitoring are valuable aspects of project implementation. My role included gathering data for software customisation and conducting respective user training sessions. Therefore, every phase required an intense, structured project management approach to maximise utility prior to the seamless adoption of the system by the end users.

Problem-Solving in Large-Scale Projects: The Root Cause Analysis (RCA) method simplifies that partitioning the complex issues and then focusing on the key flaws makes the complex issue a manageable one, totally nullifying reiteration (Anderson & Fagerhaug, 2014). Not to mention, the CMS is expected to manage massive showdowns that oblige technical and operational complexities, requiring practical problem-solving skills. Throughout the project, I developed sharper analytical skills and reinforced time management abilities, identifying and resolving technical obstacles and adapting workflows. Iteratively addressing the method, I could maintain the project's timeline and quality of outcomes.

Translating Business Strategy into Competency Requirements: One of the most complex yet rewarding aspects of competency management was translating LEADS's business strategy into actionable competency requirements. Kaplan and Norton (2005) and Sparrow (1997) mention that an alignment of prescriptive employee competencies to business operations clarifies specific skills and behaviours for sustainable organisational success. Developing this alignment in the CMS project involved examining the organisation's strategic priorities and translating them into competency benchmarks that employees could aim for, thus creating a cohesive link between the organisation's long-term vision and its day-to-day operations. This process highlighted the adaptive nature of competency frameworks, which balance long-term strategic aims with current operational strengths.

3.1.7. Talent Development and Strategic Alignment

The alignment of competency management with an organisation's strategic vision allows HR departments to anticipate and address long-term challenges in workforce development. Rothwell (2010) highlights how competency frameworks facilitate planning for future workforce needs by linking development programs with organisational objectives. Through targeted training, organisations can enhance both immediate and anticipated capabilities within their workforce, creating a sustainable foundation for competitive advantage.

Competency frameworks provide the structural foundation for high-performance talent management, enabling clear pathways for employee growth and long-term success. Lucia and Lepsinger (1999) suggest that when competencies form the basis for career development, employees benefit from defined goals that promote continuous improvement. This focus on structured development supports talent retention and a high level of workforce performance, contributing to an organisation's sustained success.

3.1.8. Problem-Solving Approach at CMS

Effectively addressing issues within CMS implementation requires a collaborative and structured approach supported by training, ongoing meetings, and real-time assistance. Engaging the Process Improvement Department ensures that CMS usage aligns with organisational goals and facilitates efficient use of system functionalities. Training programs will introduce employees to CMS features, including competency updates, certificate uploads, and tracking of performance metrics. Caffarella and Daffron (2013) emphasise that ongoing process improvements are essential in keeping CMS relevant to evolving organisational needs. Regular meetings with employees and supervisors will serve as forums for troubleshooting, competency profile adjustments, and feedback collection, allowing the CMS to remain responsive and adaptive.

In the second place, disruptions are tremendously reduced as on-demand support is offered to team leaders while facing unavoidable challenges in competency updates or technical troubleshooting, consequently improving workflow. Byham (2006) highlights that competency-based systems should aim to ease administrative tasks, a goal that on-the-spot assistance can help to achieve. As suggested by Briscoe and Hall (1999), CMS is synced with the company's goals of recruitment, performance management, and succession planning. The agile system is secure, and it not only meets expeditious HR requirements but also is the cause of versatility and long-term growth.

3.2. Methodology

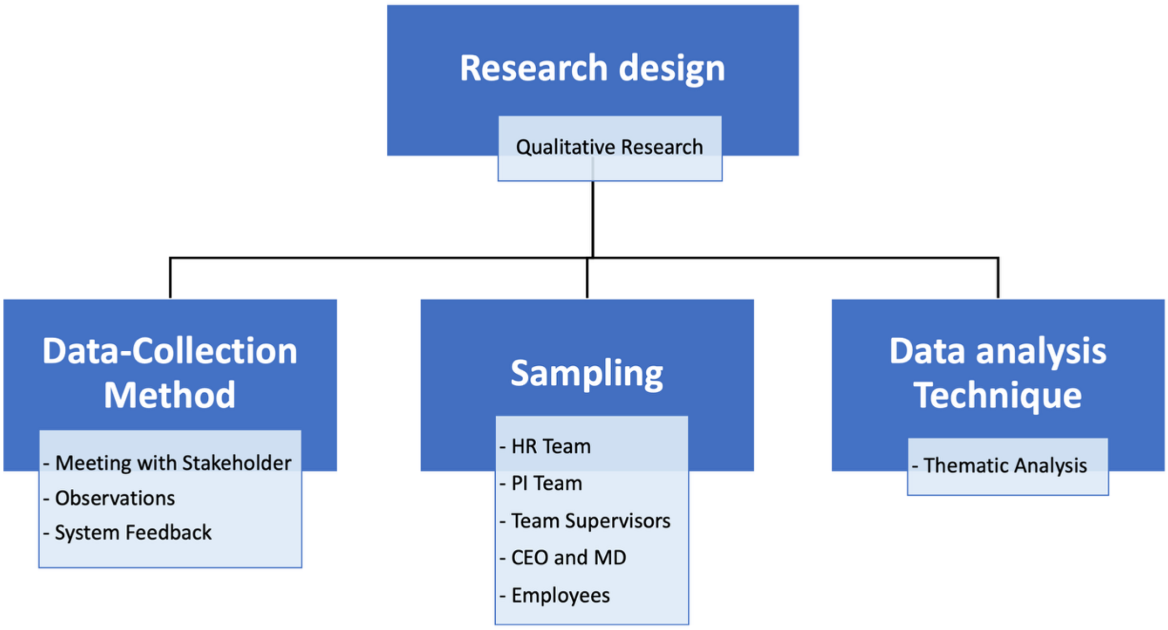

Figure 2: Qualitative Research Methodology

3.2.1. Research Design

At LCL, this study is a detailed exploration of CMS's pursuance, ergonomics, and practicality. The meticulous and encyclopedic analysis of the HRD and Process Improvement (PI) team interacting with the organisation provided a perspective on how CMS affects talent management and industry expansion.

3.2.2. Data Analysis Techniques

Thematic analysis was qualitative research that highlighted feedback and interactions observed during the CMS implementation—the web portal allowed for the systematisation of data, identifying potential areas for skills and rapid decision-making. The well-instructive contributions reduced the bare bones of HR processes.

3.2.3. Population and Sampling

The study targeted approximately 300 employees across all the departments at LEADS Corporation, including the HR department, which consisted of 7 members, and the collaborating PI team, which was involved in the CMS development, implementation, and upgrades. The hierarchy of authorising profiles was created as the team leaders supervised the subordinates, with department heads supervising the team leaders, followed by the CEO and MD supervising the departmental heads.

3.2.4. Data Collection Methods

The data collection process was structured around key stakeholder interactions, where the initial meetings with the CEO, the HR head, and the department heads were critical for aligning project objectives and securing executive support. Primary data were gathered through regular meetings and interactions between HR personnel and the team leaders, clarifying the CMS's expectations to facilitate adoption across their subordinates. The head of HR conducted frequent sessions to provide instructions, resolve queries, and pave a path for the HR team to manage accounts, train staff, and ensure compliance with profile update requirements. The PI team's role was resolving technical challenges and optimising the CMS functionalities during employee training sessions delivered via online video platforms. Along with the online sessions, continuous support was also given via email, followed by in-person assistance during the profile update. The CEO was updated monthly with the signs of progress of the structured phases, where he provided constructive feedback, helping to ensure that issues were addressed in real-time and stirring up a well-run implementation of CMS across the organisation.

3.2.5. Ethical Considerations

Ethical standards are highly adhered to by respectfully maintaining employee privacy, as their profiles are based on public and professional qualifications. The mandatory nature of the CMS under HR operations, confidentiality with sensitive information, was handled appropriately throughout the tracking structure, and informed consent was implicit. According to the HR policies, anonymity was not a concern within the competency tracking capabilities.

3.2.6. Limitations of the Research Methodology

The novelty of the CMS stemmed from the primary limitation that many employees were not cognizant of, leading to occasional difficulties with the user interface and an extended workload. The early stages of deployment adversely affected the functioning of the CMS, improving recruitment, talent management, and HR operations, as it was yet to be thoroughly tested.

Time was a huge mountain to climb, as 3 months of internship were inadequate for coordinating meetings and training sessions. Every personnel had a workload that often delayed progress, resulting in a time constraint for project completion. Thus, the study could not fully explore the system’s long-term benefits, leaving room for future assessments.

3.3. Findings and Analysis

3.3.1. Research Gaps and Challenges in Competency Management

The implementation of the CMS at LCL revealed captious gaps and challenges that impeded its full potential as a route for talent development that supports the company's long-term goals. Addressing these obstacles, which primarily grew out of operational inefficiencies into inconsistent application across departments, refines the CMS into a more impactful instrument for organisational expansion.

Delays in tracking competency and evaluating performance were perpetual due to the paucity of leaders not engaging duly, which is essential for the CMS to stay conclusive. As emphasised by Groysberg et al., 2018 the absence of active leadership involvement could result in the CMS losing its potential to provide the workforce insight, which was happening at LEADS as the team leaders were their day-to-day tasks. Subsequently, the CMS at LEADS was outdating fast, diminishing its efficacy in assessing training needs and hindering employee development.

LEADS is a highly demanding software developing company with loads of contracts in line, which caused CMS to be unable to generate projections on the recruiting workforce as forecasting required skills for future roles was becoming difficult. Athey and Orth discussed that a list of organisations struggles to define competencies for imminent need due to inadequate tools. That being said, CMS at LEADS was falling short in planning the workforce, restricting the departments from evolving according to the organisation's demands and catching them off guard.

The CMS felt the need for an automated key for the info entry process to keep the profiles presented, as employees had an additional burden. This manual entry added to the existing workload, leading to procrastination and errors. Consequently, the CMS shrank to a questionable process, diminishing its knack for optimising an effective workforce.

Underinvestment in CMS was another tough nut to crack for HR. Trends reported that many companies are partial towards short-term priorities rather than sustainable talent management systems; thus, capital to maintain and improve employee development was insufficient. On that account, the financial constraints limited LEADS to face the uselessness of CMS in talent development and stalling the evolution in line with the organisation's dynamic needs. LEADS' de approach complicated the unified CMS, culminating in discrepancies between departments, creating inconsistencies in overall practicality. Hunter et al. illustrate that organisations with semi-autonomous competency frameworks achieve cohesion in skill alignment to strategic development. This loss of integration thinned the role of CMS in achieving these benefits, distressing organisational progress.

The inability to systematically identify and utilise employee competencies led to inefficiencies in workforce allocation. Without a structured CMS, employees were often assigned tasks misaligned with their skills, resulting in higher operational costs. This gap also led to additional hiring for skills that could have been fulfilled by existing employees, particularly in larger departments where the workforce complexity made it challenging to track individual competencies. Ahmed et al. highlight the drawbacks of such inefficiencies, where organisations risk redundant hiring when skill gaps remain unidentified. The CMS's limitations extended to recruitment and talent management processes, as competency-based recruitment practices were not fully integrated. The absence of competency-based hiring led to redundancy, with new hires duplicating skills already present within the workforce. Hunter, Schmidt, and Judiesch's research demonstrates that structured, competency-focused recruitment can significantly improve employee performance. Implementing such an approach at LEADS would not only enhance the quality of new hires but also optimise existing talent, preventing unnecessary duplication of roles.

In sum, LEADS Corporation's CMS faced considerable challenges stemming from its fragmented application, weak integration with strategic objectives, and operational inefficiencies. Addressing these issues will be vital to refining the system into a robust tool for driving both talent development and organisational growth. Through a commitment to resource allocation, leadership engagement, and strategic alignment, LEADS can enhance its CMS, aligning it with business imperatives and ensuring a future-ready workforce.

3.3.2. CMS Web Portal: Significance and Functionality

The CMS Web Portal at LEADS Corporation is pivotal in transforming HR functions through automated, efficient solutions addressing critical workforce management needs. This portal consolidates employee data, facilitating competency tracking, performance evaluation, and professional development planning. Beyond its data repository role, the CMS enables strategic workforce planning by monitoring skill gaps, recommending training, and offering performance insights to align talent with business goals. As organisations evolve, the CMS's capacity to improve efficiency and accuracy within HR functions proves indispensable (Draganidis & Mentzas, 2006).

3.3.2.1. Automation of Employee Profiles and Updates

Central to the CMS is its automation of employee profile creation and updates. Integrated with the company's logbook, the CMS auto-generates profiles for new hires, capturing key information like designation, department, reporting hierarchy, and joining date. Profiles are continually updated to reflect skill acquisition, position changes, and responsibilities. The phases notably reduce manual entry errors and ensure consistency. Additionally, the CMS compares each employee's skills with role-specific requirements, recommending training programs to bridge gaps tailored to individual and strategic organisational needs (Kotwal, 2006).

3.3.2.2. Skill Assessment and Training Recommendations

The CMS portal leverages AI to conduct regular competency evaluations, comparing role-specific skills with each employee's existing skill set. Based on these assessments, the CMS provides customised training recommendations, outlining program duration and content to address skill gaps. Additionally, by tracking how impactful the training is, CMS supports ongoing improvements in skill development, which adapts and sustains the company's growth (Deloitte, 2019). This information-centric task emphasises employee development and succession planning.

3.3.3. Specific Roles

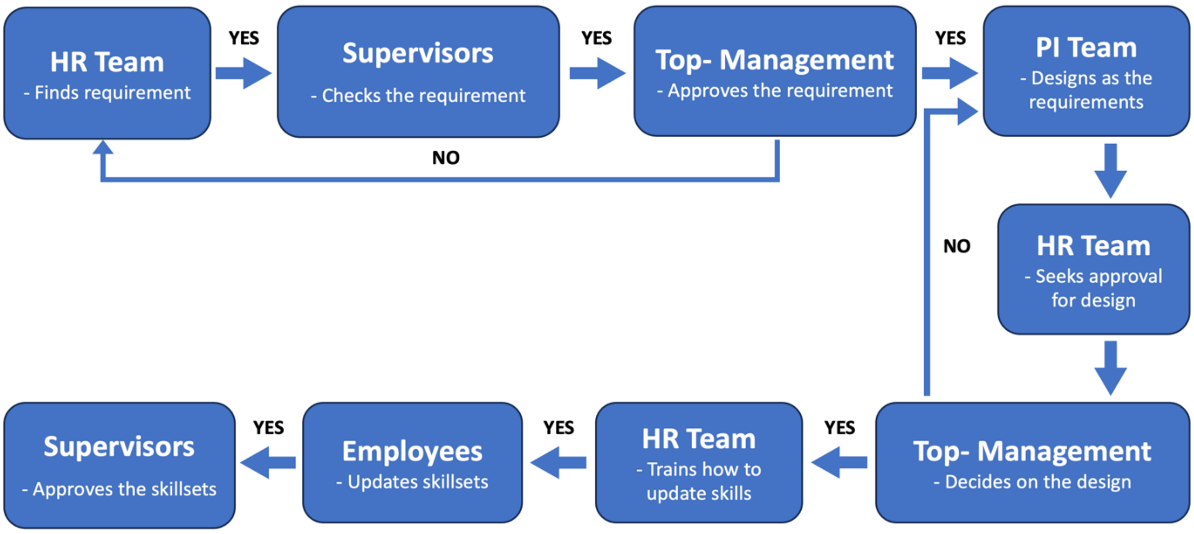

Figure 3: Organizational Flow of Competency Management System

3.3.3.1. Role of the Process Improvement (PI) Team

The CMS portal's development according to HR's compulsions and features essential for talent management is designed by the PI team. The role of the PI team includes classifying existing and required skills, spotting skill gaps, and linking them to respective training programs. The team also automated the process of skill additions that are not covered in standard training, ensuring the training and development process has no repetition. The PI team has reinforced the CMS strategic function for HR to prioritise strategic workforce duties over administrative planning.

3.3.3.2. HR Department Responsibilities and Functionalities

The HR department uses the CMS portal to smoothly manage employee information and run functions like new joiners' account creation, resigned employees' account deletion, and profile updates in case of a change of designation. The HR team proactively combines efforts with supervisors to update required skill lists for ongoing projects, further supporting the portal’s assertive training and development recommendations. This coordination secures HR’s focus on withholding a driving culture of continuous growth and operational orientation.

3.3.3.3. Supervisory Role in Competency Validation

Supervisors verify competency levels based on observations during the performance via the CMS portal, as the employees self-assess their skills as beginner, intermediate, or advanced. Another additional involvement of the supervisors is to design training programs that target identified competency gaps specific to their respective team projects. Simultaneously, CMS also possesses the supervisor’s profile to be updated, which is then reviewed by departmental heads, creating a hierarchical structure of skill profiling that elevates accountability and skill advancement at all levels.

3.3.3.4. Top-Level Management Oversight

The portal engages top management, including the MD and CEO, in the CMS to oversee the updated profiles of departmental heads and provides a fair and transparent image of leadership capabilities. This top-down involvement in CMS oversight reinforces a culture of continuous development, allowing the organisation to remain competitive in its talent management efforts.

3.3.4. CMS Portal Evolution and Future Enhancements

Future updates to the CMS portal aim to glorify HR functionality, automate JDs, and denote skill gaps across teams. A cross-departmental notification system will be added that will alert managers of the lack of any skill in one team, but that is available in another, promoting efficacious resource utilisation. Future upgrades will streamline account creation, deletion, and transfers, along with notifying employees to update their profiles with accuracy and honesty. These updates are intended to reduce the monotonous administration of HR, allowing for greater emphasis on other management strategies.

The CMS portal is an indispensable value for workforce advancement at LEADS Corporation. Its advanced feature of AI-driven training recommendations will streamline HR operations and bolster strategic success. As CMS upgrades over time, it will be beneficial to plan succession at an increased rate, ensuring that LEADS has a surplus of wholly poised talents for future contracts and ultimately strengthening its piercing position in the dynamic industry.

3.3.5. Succession Planning of CMS

3.3.5.1. The Importance of CMS for Succession Planning

CMS has made a substantial contribution to succession planning for the sustained success of software development organisations. CMS enables LEADS to strategically HR managers to monitor the skill progressions of capable employees continuously to identify and nurture future leaders required for leadership roles. This infusion decreases the dependency on external recruitment and gears up internal candidates to take on leadership responsibilities, thus nullifying any kind of operational pause and causing business continuity (Rothwell, 2010).

A competency-based CMS significantly supports leadership development by capitalising on individual skills to provide an extensive framework for future transitions (Rothwell, 2010). In the software industry, where quick innovation and making appropriate decisions are critical, this approach handles complicated projects and leads effectively. Thus, LEADS fosters a culture of continuous improvement and sustainable growth by developing a talent pipeline to reduce the risk of leadership gaps or hinder company performance.

In many family-owned or smaller organisations, leadership transitions were influenced by familial ties rather than analysis of competencies. Individuals selected without a comprehensive understanding of the skills were inefficient and mismatched for modern business challenges (Rothwell, 2010). As Charan, Drotter, and Noel (2001) argued, apparent gaps of readiness within middle management were seen in the early models of succession planning, where operative expertise was summoned. This insight convinced modernised organisations to adopt a more holistic approach, emphasising the development of employees at all levels for rising business success.

3.3.5.2. Assessment Methodologies for Succession Planning in CMS

Assessments based on Observations: Observing employees in their natural work settings is a valuable method for gathering real-time insights into how they manage tasks, interact with others, and navigate their capabilities. Performance anxiety is significantly reduced by giving a clear view of an employee's competencies (Kotwal, 2006). Such observations with authentic data are beneficial for workplace pressure as they pinpoint leaders who prosper under any circumstance.

Assessments based on Psychometric: Psychometric or aptitude tests are widely used for evaluating cognitive abilities, personality traits, and emotional intelligence. According to Draganidis and Mentzas (2006), psychometric tools allow a fair assessment of soft skills that are the foundation of leadership, guiding the identification of individuals suited for future roles based on cognitive and behavioural data. A definitive parameter of an individual's potency is illustrated to meet leadership demands by imputing tests of teamwork, problem-solving, and resilience.

Assessments based on Evaluation: The strength-based evaluation method emphasises a candidate's past achievements, core strengths, and areas for improvement, revealing a rounded perspective on their executive capacities. The assessment highlights the unique attributes that a candidate may bring to a leadership role, which is valuable in succession planning. It creates a strength-focused organisational environment that is much required for constructing future leaders.

Assessments based on Discussions: Discussions that cover a clear roadmap for employees' career trajectories and a more personalized and developmental approach are called structured discussions between employees and their supervisors. A valuable platform for succession planning by facilitating conversations around career goals, skill development, and performance feedback, ensuring that candidates are rightly guided, meet expectations, and are goal-oriented.

3.3.5.3. Integration of Succession Planning with Management Systems

Figure 4: Impact of Succession Planning on Organization

Succession Planning with Talent Management: The integration of succession planning within broader talent development systems represents a progressive shift toward streamlined, data-driven processes. As HR is digitalising in companies, succession planning is not standing alone. It is enclosed in performance management and employee development as organisations can regulate real-time employee performance, find high-potential candidates, and conform developmental opportunities (O'Leary, 2011). The combination system makes HR decide that it is based explicitly on data assembling company priorities to talent management.

Succession planning with Leadership Agility: The esoteric business environment is developing at all speed, requiring leaders to be adaptable, innovative, and capable of leading diverse teams and operations across various contexts. Draganidis and Mentzas (2006) argue that agile leaders are paramount in modern business, as they should be able to plan their route through complexities and potentially lead in uncertain situations. For resilience in LEADS, competency models emphasise emotional intelligence, cross-cultural communication, and digital literacy. In short, leadership agility to globalise and create a work environment that is tech-driven.

Succession Planning with Development and Learning: Succession planning also spotlights continuous development and learning opportunities to promote a culture where employees are regularly evaluated and develop their skills. The digital platform at LCL simplifies personalised learning, allowing employees to equip themselves for the evolving demands of soft skills and prepare for career growth in an unpredictable landscape. By embracing continuous learning, organisations can regularly update their succession criteria (Kotwal, 2006), arming organisations like LEADS Corporation with leaders who are ready to meet the toughness of today's fast-paced and technologically driven business environment.

LEADS Corporation is well-poised to integrate CMS with broader talent management systems and optimise pioneered assessment technologies to cultivate an unimpaired pipeline of future leaders to implement these trends in succession planning. It will ensure that its talent management processes persist in its functions and meet all the industry's demands.

3.4. Recommendations and Implications for CMS

Primarily, CMS needs to monitor proactively and recurring updates for existing skills to suffice for long-term and ongoing projects based on evolving customer demands. As researched by Cappelli and Tavis (2016), real-time tracking of competencies is essential for maintaining a skilled and agile workforce. Organisations can regularly update the system to ensure that employee profiles broadcast their current capabilities, enabling detailed performance evaluations and encouraging strategic initiatives such as succession planning.

Another obvious recommendation is to increase employee engagement in CMS development by actively soliciting employee feedback, as primary users possess much-needed input. Employees involved in the HR processes; Armstrong (2009) deduced that it cultivates higher approval of their roles, increasing the accuracy of the competency data. On this account, the refined system of comprehensive involvement allows organisations to ensure greater satisfaction along with smooth system functionality through CMS.

Prolonged runs of iterative testing in individual departments and propositions are likewise significant in gauging the system's effectiveness. Rothwell (2010) justifies how the long-term experiment in the HR system influences the identification and resolution of prospective concerns in time. In tandem with securing organisational growth despite complex situations, conducting thorough tests will allow the CMS's performance properties to skyrocket, ensuring long-term viability.

In this generation, automating the routine HR tasks within the CMS is no less a vital recommendation than updating competency profiles, which can be time-consuming at times.

In line with the report by Deloitte (2017), HR automation unshackles employees from monotonous duties, allowing them to concentrate more on their respective responsibilities. Such wise CMS, being minimal manual intervention, recording certifications, and tracking progress, reduces the line of duties for the employees, minimising the risk of human error.

Neglecting investments can lead to talent shortages and lessen competitive edge. Therefore, the last but foremost recommendation is sustained investments, which include not only financial but also managerial attention from senior leadership in the CMS. Organisations must ensure that the refined CMS, under the feedback mechanism, develops strengths and skills successively, boosting self-growth and keeping pace with proceeding business needs.

By implementing these recommendations, based on the internship observations and relevant academic research, LEADS can achieve organisational success by demonstrating the effectiveness and impact of its Competency Management System.

3.5. Conclusion

The CMS infused in the HRD has been proven to improve employee performance and organisational competitiveness. As demonstrated in the literature, the increasingly prominent tool has not only improved performance but also fostered the disposition of career progress with broader organisational agendas.

For over 30 years, the competency framework has been in existence, and all the rapid evolution of technology, unsteady social conditions, and strenuous economic expectations could not cause CMS to become obsolete. A well-developed CMS helps ensure that organisations remain competent, continually adapt, and motivated to prosper in the dynamic business culture. Further exploration of the impact of CMS across different industries will provide deeper insights into its areas for improvement and retention of more committed employees. By doing so, organisations can leverage better both from employees and business performance.

Competency models serve as practical measurement tools that help employees understand their superiors' expectations. This understanding is pivotal for workforce behaviour and skills and aligns with the organisation’s strategic direction. A thoughtful design of the implementation of CMS will facilitate HR operations, grow individuals, and enhance performance, thus ensuring long-term consistent success for the organisation.

References

1. Daly, P., & Walsh, J. S. (2010). Drucker's theory of the business and organizations: Challenging business assumptions. Management Decision, 48(4), 500–511.
2. Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework (3rd ed.). San Francisco, CA: Jossey-Bass.
3. Schein, E. H. (2010). Organizational culture and leadership (4th ed.). Jossey-Bass.
4. Kotler, P., & Keller, K. L. (2015). Marketing management (15th ed.). Pearson Education.
5. Hunton, J. E., Lippincott, B., & Reck, J. L. (2003). Enterprise resource planning systems: Comparing firm performance of adopters and nonadopters. International Journal of Accounting Information Systems, 4(3), 165–184.
6. Akçura, M. T., & Srinivasan, K. (2005). Research Note: Customer intimacy and cross-selling strategy. Management Science, 51(6), 1007–1012.
7. Brynjolfsson, E., & Hitt, L. M. (2000). Beyond computation: Information technology, organizational transformation and business performance. Journal of Economic Perspectives, 14(4), 23–48.
8. Ramakrishnan, R., & Gehrke, J. (2000). Database management systems (2nd ed.).
9. Samson, D., & Terziovski, M. (1999). The relationship between total quality management practices and operational performance. Monash University.
10. Larson, E., & Gray, C. (2017). Project management: The managerial process (7th ed.). McGraw-Hill Education.
11. Womack, J. P., & Jones, D. T. (1996). Lean thinking: Banish waste and create wealth in your corporation. Free Press.
12. Boyatzis, R. E. (1982). The competent manager: A model for effective performance. Wiley.
13. Lucia, A. D., & Lepsinger, R. (1999). The art and science of competency models: Pinpointing critical success factors in organizations. Jossey-Bass.

14. Draganidis, F., & Mentzas, G. (2006). Competency-based management: A review of systems and approaches. Information Management & Computer Security, 14(1), 51–64.
15. Kaplan, R. S., & Norton, D. P. (2005). The office of strategy management. Harvard Business Review, 83(10), 72–80.
16. Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice (16th ed.). Kogan Page.
17. Cappelli, P., & Tavis, A. (2016). The performance management revolution. Harvard Business Review, 94(10), 58–67.
18. Athey, T. R., & Orth, M. S. (1999). Emerging competency methods for the future. Human Resource Management, 38(3), 215–226.
19. Deloitte. (2019). Leading the social enterprise: Reinvent with a human focus. Deloitte Insights.
20. Becker, G. S. (1964). Human capital: A theoretical and empirical analysis, with special reference to education (1st ed.). University of Chicago Press.
21. Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), 99–120.
22. Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? Human Resource Management Review, 25(2), 188–204.
23. Mondy, R. W., & Martocchio, J. J. (2016). Human resource management (15th ed.). Pearson.
24. Anderson, R., & Fagerhaug, T. (2014). Root cause analysis: Simplified tools and techniques (2nd ed.). Quality Press.
25. Rothwell, W. J. (2010). Strategies for competency-based training (2nd ed.). ASTD Press.
26. Rothwell, W. J. (2010). Effective succession planning: Ensuring leadership continuity and building talent from within (4th ed.). AMACOM.

27. Caffarella, R. S., & Daffron, S. R. (2013). Planning programmes for adult learners: A practical guide (3rd ed.). Jossey-Bass.

28. Briscoe, J. P., & Hall, D. T. (1999). Grooming and picking leaders using competency frameworks: Do they work? An alternative approach and new guidelines for practice. Organizational Dynamics, 28(2), 37–52.

29. Kotwal, M. (2006). Model and method for competency mapping & assessment. Sunrise Management Consulting Services, 14–18.

30. Charan, R., Drotter, S., & Noel, J. (2001). The leadership pipeline: How to build the leadership-powered company. Jossey-Bass.

31. Armstrong, M. (2009). A handbook of human resource management practice (11th ed.).

32. Deloitte. (2017). Global human capital trends: Rewriting the rules for the digital age. Deloitte Insights.

33. Aaker, D. A. (2004). Brand portfolio strategy: Creating relevance, differentiation, energy, leverage, and clarity. Free Press.

34. Kotter, J. P. (2012). Leading change. Harvard Business Review Press.

35. Groysberg, B., Lee, J., Price, J., & Cheng, J. Y. (2018). The leader's guide to corporate culture. Harvard Business Review, 96(1), 44–57.

36. Byham, W. C. (2006). Developing competency-based human resource systems: A monograph. Development Dimensions International.

37. Sparrow, P. R., & Hiltrop, J. M. (1997). Redefining the field of European human resource management: A battle between national mindsets and forces of business transition. Human Resource Management, 36(2), 201–219.

38. Deloitte. (2019). Learning in the flow of life: Global Human Capital Trends.

39. Pulakos, E. D., & O'Leary, R. S. (2011). Why is performance management broken? Industrial and Organizational Psychology, 4(2), 146–164.