HR PROFESSIONALS' TECHNOLOGY COMPETENCY

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ABSTRACT

This paper explores the "Technology and Media Integrators" (TMI) competency of RBL HR Competency Model to make Human Resource (HR) professionals more effective in their jobs. Throughout the study, the followings are discussed respectively: HR competencies' importance in today's business context; RBL HR Competency Model; why TMI competency matters; what the current trends are in HR technology, business technology, and social media; considerations in the use of technology and social media; TMI competency's definition and its subdomains; Ulrich and his colleagues' research in 2016 and their findings related to TMI; and further research suggestions and managerial implications. Briefly, technology and social media should be considered by HR since they seem to be both a helper and a trouble for HR. The research on TMI competency shows that this competency has the most potential competitive advantage because it has the greatest impact on business success than any other competencies, but HR professionals were scored the lowest in this competency. That is why, in this paper, it is aimed to draw attention to the importance of this competency and to provide a better understanding of the competency for further research and for managerial implications.

***Keywords**: "HR Competencies", "Technology and Media Integrator", "Ulrich Competency Model", "HR Competency Model", "Social Media", "HR Technology"*

INTRODUCTION

In today's business world, the concept of competency is central to performance. Competency-based HR systems and programs are increasing day by day. Moreover, people are advised to invest in their competencies to manage career uncertainty in the rapidly changing and unpredicted business world. Competency is an employee's characteristic that has a cause-effect relationship with the employee's superior performance (Spencer & Spencer, 1993 as cited in Dede, 2007).

Professional competencies are more specific to the relevant profession. For example, the competencies of a nurse and the competencies of a human resources specialist may overlap in very few areas. For this reason, it is necessary to develop occupation-specific competencies instead of general competencies. In this study, Human Resources (HR) competencies are discussed due to the importance given to human resources in terms of the competitiveness of the organizations.

In the digital age, it is not only preferable but obligatory that HR professionals have a competency with respect to "technology". When HR competency models were compared, technology and social media usage competency was only included in RBL Model, with the name of "Technology and Media Integrator" (The RBL Group, 2016). It is clear why this competency is not available in other models: Until a few years ago, it was unpredictable that technology would be so much reflected in business and HR practices. The technological transformation that remains a futuristic approach for many people is the main theme of almost every HR summit today. Newness of TMI competency results in that it is one of the lowest-rated competencies in HR competencies. On the contrary, it has a remarkably high value to stakeholders. The basic condition of benefiting from this potential is to make sure that academicians and practitioners in the HR field understand the competency correctly. For that reason, the following section will try to base a conceptual background for the competency.

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LITERATURE REVIEW

In order to gain a competitive advantage through HR professionals' TMI competency, it should be understood thoroughly. Therefore, in this study, the research problem is stated as "how can we better understand and utilize HR professionals' TMI competency?" To achieve this, the followings are discussed respectively: Why HR competencies are important, HR competency models and the RBL model, why technology matters for HR from different perspectives, and TMI competency as addressed in the RBL Model.

Why is Human Resources Competency Important?

The Resource-Based Theory argues that the diversity of an organization's resources, including human resources, and the different combinations of these resources create competitiveness for the organization. In particular, the approach developed by Penrose, Wernerfelt, and Barney has suggested that human resources are the most important source of an organization in achieving a competitive advantage. Because, for sustainable competitive advantage resources must be valuable, rare, unique, inimitable, and supported by the organization, and only human resources within all the organization's resources meet these criteria (as cited in Armstrong, 2017). Therefore, in today's business world where there is high competition and change, employee performance is the main factor in achieving competitive advantage and needs to be continuously improved.

The HR function is important in terms of creating, developing, evaluating, and retaining the human resources of the organization in the most effective way. According to a study, HR activities increase the company's three-year financial results by 10% over its competitors (Ramlall, 2006). In another study, it was found that one-unit standard deviation in HR systems led to a change in the company's market share between 10% and 20% (Wright, Gardner, Moynihan, & Allen, 2005).

The HR function can be considered as an organization within itself under the name "HR department/unit". In the argument of the Resource-Based Approach, the performance of the HR organization depends on the performance of the HR employees, who make up the HR department's human resources. In this context, HR Professionals' performance should be high to improve organizational performance. HR competencies are necessary to hire HR professionals who may have high performance, to evaluate and manage their performance effectively and to keep their loyalty to the organization high. In a study, it was found that the competency of the HR professional has a 20% effect on the company results (Ulrich, Brockbank, Johnson, Sandholtz, & Younger, 2009). As Losey (1999) says, organizations expect greater creativity and productivity from their employees than ever before, and their strategy to realize these expectations, is to have HR competencies to facilitate the achievement of these results.

Each company may face different challenges and may require different competencies because of differences in industries, strategies, and resources. However, studies show that 70% of competencies remain the same, especially at the executive level. Therefore, although general competency models are not recommended to be used exactly, they can be adapted to the structure of the company with small changes (Dede, 2007; Özçelik et al., 2018). Because of all these data and logical inferences, it is meaningful to study the professional competencies of HR professionals.

HR Competency Models

A competency model is a framework that integrates the entire HR system of the organization, vertically with the strategies of the company and horizontally with other HR functions and practices. HR studies integrated with a competency model have a positive impact on the human resources of the organization (Guest & Conway, 2011; Ramlall, 2006 as cited in Rothwell & Wellins, 2004). From this point of view, the HR competency model provides an integrated approach to the HR process (recruitment, performance, career, training management, etc.) that HR professionals go through and improves the quality of the HR function.

RBL Group HR Competency Model

Although there are many HR Competency Models, "RBL Model" (as we will refer in this article) is distinguished from others by containing a competency related to technology usage. Therefore, RBL Model is taken as the main model of this paper. Since 1987, Dave Ulrich and his colleagues conducted seven rounds of research on HR professionals' competencies, adding up to 90.000 surveys, from HR and non-HR

participants, and from all over the world. Through these research projects, they tried to answer the following questions:

- What are the competencies of HR professionals?
- How well do HR professionals exhibit the identified competencies?
- What competencies influence perceptions of individual effectiveness and business results?
- What personal competencies have the greatest impact on business performance and value created for stakeholders (The RBL Group, 2016).
- As a result of the last round of research, the research team reached a new model of HR competencies as shown below:
- **Strategic positioner:** Able to position a business to win in its market. This competency consists of four phases: Mastering the business flow, deliver sources of competitive advantage, create with external stakeholders, anticipate external trends and act accordingly.
- **Credible activist**: Able to influence others and earns trust through results. This competency has two edges; genuine and proactive relationship with stakeholders and recognized as credible due to the past track of good performance.
- **Paradox navigator**: Able to manage tensions of businesses. For example, the business may need being both long and short term focused. It is important for responding to change with agility. Its impact on business performance and qualitative data received from HR professionals place this competency in the central.
- **Culture and change champion**: Able to manage change and design organizational culture.
- **Human capital curator:** Able to develop soft and technical talent and leaders and leverage human capital.
- **Total rewards steward**: Able to manage employee well-being through financial and non-financial rewards.
- **Analytics designer and interpreter**: Able to get the right data and analyse data to improve decision making.
- **Compliance manager**: Able to manage the HR processes according to regulatory guidelines.
- **Technology and media integrator (TMI):** Able to use technology and social media to increase the performance of the whole organization (The RBL Group, 2016; Ulrich, Kryscynski, Brockbank, & Ulrich, 2017; Storey, Ulrich, & Wright, 2019). TMI will be the focus of this study.

Why do Technology and Social Media Matter for HR?

To understand TMI competency, it is necessary to answer the questions of "Why do technology and social media matter for HR?" and "What should HR professionals consider while using technology and social media?" This and the following section of the study try to answer these from a conceptual background.

Today's business environment, as defined with the term VUCA (volatile, uncertain, complex, and ambiguous) shifts HR to agility, experimentation, both standardization and personalization, knowledge management, employee empowerment, and evidence-based management. To manage all these requirements, HR needs to leverage technology and all the modern tools at the best. ERP (Electronic Resource Planning) systems such as SAP, Oracle, and Workday offer systems, services and applications for effectiveness and efficiency. Also, there are hundreds of local software for the same purpose. On the other side, social media creates and exchanges a large amount of data among many people. From this perspective, technology is a very "nice to have" helper for HR.

From another perspective, technology can be called "trouble" because technology itself creates difficulty for HR. New technologies bring in new working styles and conditions, new demands of stakeholders, new competition areas, etc. Particularly, social media means an inevitable transparency of information on both HR and the company side and employee side. Then, there comes an issue of effective technology and media usage. All these directly affects the way of doing business in both HR and non-HR (total workforce). In both cases, HR changes dramatically.

To overcome this issue, HR needs to catch up with the current technologies, first, to be competitive enough. This issue can be addressed from three perspectives: HR Technology, Business Technology, and Social Media.

HR Technology

Technology is defined as "the practical application of knowledge especially in a particular area" (Merriam-Webster dictionary) for example manufacturing technology and HR technology. Therefore, all the latest thinking, processes, methods and techniques can be considered as technology. However, in today's information technology age, technology is meant as "information technology (IT)" usually. For HR technology, it is understood as new tools based on software such as automated payroll, time and attendance systems, application tracking/recruitment software, e-learning, learning management systems, employee self-service systems and HR data storage and analytics tools. They can be categorized roughly as e-HRM (electronic human resource management). The researchers define e-HRM as "a way of implementing HR strategies, policies and practices in organizations through a conscious and directed support of and/or with the full use of Web-technology-based channels" (Schramm, 2006, p. 3).

> Schramm (2006) summarizes the benefits of e-HRM as follows:
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> *Provide faster services to their internal clients on a global scale, reduce the costs per transaction, provide centralized services and information that will make it easier to manage and leverage the total workforce, [and] spend more time focusing on making strategic contributions (p. 2).*

Even though HR stakeholders' expectations are rising, there is still an emphasis on cost reduction. In 2019, HR is expected to increase revenue by 5,7%, meanwhile, to decrease HR operating budgets by 0.2% less than last year and decrease HR headcount by 0.4%. Therefore, leveraging technology to improve HR performance is getting more importance (DiRomualdo, Girimonte, & Osle, 2019).

The Hackett Group (2017) reveals that world-class HR organizations spend 25 percent less than typical HR organizations and operate with 30 percent fewer staff while achieving greater effectiveness. The researchers estimate that proper implementation of digital technologies can enable typical HR organizations to cut process costs by 21 percent, reaching process cost levels only slightly higher than world-class HR currently achieve. World-class HR organizations can use digital transformation to reduce their process costs by 22 percent.

Effective HR technology makes room for HR to develop their other competencies such as strategic positioner, change management, etc, therefore HR can create more value to stakeholders. HR technology can make HR processes standardized and can be managed by the line managers as well. So, an increasing number of non-HR parties of HR technologies are expected to change the profession in the upcoming years (Schramm, 2006).

The information-sharing tools increased transparency, scale, and scope of employee development, which helps HR to be a learning partner throughout the company. Digital tools help HR to measure performance and accordingly recognize and reward. That also brings out HR analytics and HR's strategic contribution (Ulrich et al., 2017).

Evidence-based management necessitates HR to analyse its data to make decisions about HR and the organization. However, to analyse HR data, HR must have accurate, complete, and on-time data. And it is possible only by using information technologies (Schramm, 2006).

Surveys made to employees can be conducted through digital tools such as Google Forms and SurveyMonkey. Communication with employees, notification to them, and methods of resolving complaints can be conducted in organizations on web-based platforms. Managers can communicate rules, regulations, and instructions in the organization online to employees. With this system, accurate and comprehensive information required for the effective management of long-term disability or sickness programs and the compensation to be paid to employees can be provided more easily by monitoring and analysing seniority status of employees, disciplinary penalties given to them, complaints from employees. Moreover, the analysis and announcements provide significant gains in terms of occupational health and safety (Doğan, 2011).

As a summary, HR professionals should consider technology for many critical goals (Doğan, 2011; Schramm, 2006; Ulrich et al., 2017).

- to increase the HR department's employee productivity
- to speed up HR processes

- to decrease the burden of HR's administrative tasks and to facilitate operations in different locations (such as E-sign, E-learning, etc.)
- to standardize HR processes, thus, to increase quality and to include line managers to processes
- create a more transparent culture and increase fair treatment perception among employees
- to measure the return on investments in HR initiatives, increasing its strategic value and reputation
- to help data-based decision making in all business units and in top management
- present more flexible options to personalize HR applications
- to ensure compliance with the government's employment legislation
- to increase both the visibility and retention of an individual's knowledge by preserving it in knowledge management systems
- to reduce bureaucratic procedures and provide a working environment without paper
- to enhance employer image
- to improve working relationships
- to take occupational health and safety to a better level
- to integrate HRM processes to offer a better HR solution

Business Technology

The above technologies are the essential elements of HR technology from the time it started. But for an HR professional's technology competency, further understanding is necessary. HR is responsible for employee productivity and if there is a way to ensure efficiency, HR needs to be proactive in incorporating this new technology into the company. That means HR must have a technology mindset at all.

New tools also support new working styles such as working at home. For example, LiveOps is a platform where virtual and independent call agents work from their homes. That is a great solution for HR, having trouble finding the qualified call agent (Ulrich et al., 2017)

Technology is in many aspects of business; understanding the use of technology in all areas of the business and its relation to human resources helps HR professionals to understand workforce issues better. Furthermore, the implementation of technology provides new ways of collaborating, organizing, teamwork, and employee development. This leads to a more effective organizational and human capital (Schramm, 2006).

According to Hackett Group's 2019 Research, "Support enterprise digital transformation strategy, objectives and initiatives" is the most common HR improvement initiatives planned or ongoing in 2019, with 45% of survey participants. Because, although many HR supported corporate digital transformation, a gap in capabilities remains. That requires HR to know about not only in HR technologies but also in business technologies. HR should encourage these technologies with its change management, leadership development, and cultural works (DiRomualdo et al., 2019).

Social Media

From the HR's perspective, the last aspect is social media. Social media is "the forms of electronic communication (such as websites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages, and other content (such as videos)" (Merriam-Webster dictionary).

Social media has started with social networks. It was a virtual way of communication. But as its usage increased and involved content creation, it evolved into social media. Now it is used for the 5 Cs (Nagendra, 2014):

- Content: Information and knowledge sharing in open platforms such as YouTube, personal blogs
- Conversation: General or company-specific tools for discussions in a friendly manner

- Collaboration: Online networking gives a sense of togetherness and bonding the people with the same problems or ideas
- Community: People establishes a form of traditional communities of practice through social media
- Collective Intelligence: Organizations manage talent through effective use of social media.

It is not necessary to distinguish HR technologies and social media. They go hand in hand because of e-HR. e-HRM has evolved into e-HR to include the concept of virtual human resources by including interactive media, network systems, and telecommunication networks. It can be said that while e-HRM is for HR professionals, e-HR is for HR stakeholders. The only difference lies in that HR technologies are company-based, HR specific and paid technologies. But social media, as it gets its power from, free and have a broad usage society-wide.

Examples of social media are

- Social networks: Sites that people with similar interests connect each other such as Facebook, Instagram, Twitter, LinkedIn.
- Social sharing sites: Sites that allow sharing such as video and photos such as YouTube, Wikipedia, Vimeo, and Flickr are examples.
- Social news sites: Sites to share news, vote, and comment such as Digg, Medium, Technoral and Reddit.
- Social link-sharing sites: sites to share site links people wish to archive such as Delicious, Diggo, and Blinklist.
- Social commentary sites: Sites that allow users to share their comments about products, services or companies such as Epinions, Viewpoints, and Yelp.
- Besides, the data of people working in these fields can be accessed through web storage services such as GitHub, Bitbucket, where technical information and program codes are shared.

Doğan (2011) summarizes the advantages of using social media in recruitment as follows:

- Reduces operating costs by reducing management costs.
- Increases productivity of HR employees.
- Improves employer image.
- Shortens lead time, reduces the application process in terms of candidates.
- Reaches more candidates, providing a wider pool of candidates in terms of quality and quantity.

Online games now appear in social virtual worlds, in which there are no rules and regulations and therefore allowing an unlimited range of self-presentation strategies of users (or "residents"). That mirrors the real behaviours of the residents in daily life more closely. Perhaps, the most important example of this social virtual world is the Second Life application, founded and managed by Linden Research company. Besides speaking to other avatars, taking a walk, enjoying the virtual sunshine, etc., Second Life also allows users to create content. For example, they can design virtual clothing or furniture items and sell them to other residents in exchange for Linden Dollars, a virtual currency. In that way, they can earn money for their real-life even. Through this application, companies promote their products and services, give their recruitment ads, strengthen employer brands. For example, French retail company Auchan, introduced its recruitment events in 30 cities in the advertising spaces of Second Life game. Another example is TMP WorldWide Advertising Communications. TMP organizes recruitment events for its customers using the Second Life game. T-Mobile, eBay, and Verizon see these events as an important way to find creative and technology-bound candidates. Other companies, such as L'Oréal or Bain Company, see the involvement in these events as an opportunity to create a positive and attractive image in the eyes of potential candidates (Kaplan & Haenlein, 2010; Kaplan & Haenlein, 2009 as cited in Vardarlıer, 2014).

For companies to have better talent management, value congruence between the employee and the organization is especially important. Organizations try to attract the right candidates with shared values. Company websites and social platforms are useful for giving information about organizational culture. Candidates search for employment information via the company website mostly. Candidates may prevent applying an organization in which their values do not fit in. Also, organizations try to reinforce their strong values and culture through internal and external communication, which social platforms make easier (McShane & Von Glinow, 2019; Nagendra, 2014).

Social platforms, as a collaboration tool, facilitated employee involvement in decision making. HR can get employees' ideas or knowledge through the company's social platform easily (Ulrich et al., 2017). According to research, social media is used extensively as an internal networking tool. Employees communicate, share knowledge, propose a new project, demonstrate their talents, have fun, and relax via these social platforms (Nagendra, 2014).

Nowadays, in personalization age, HR tries to create meaningful employee experiences. Technology supports HR's flexibility in its solutions by collecting personal needs and choices. Creating personal experiences means personal identity, uniqueness in the workplace. Also, there is a belonging issue at work. Via technology, especially with social media, HR can make people become a, even virtual, group, share ideas, stories, events, information, and recognition. That has a magnifier effect also. One experience magnifies many people and deepens via technology (Ulrich et al., 2017).

Social media is good for a company's branding too if managed right. Because everyone wants to be in a company where he or she will be proud of working in, companies' real customers are even changing HR's candidate pool. Other than the companies' official website, candidates check potential employers' social media and some other social platforms before applying for a job. For example, candidates share their knowledge, perception, or insight about the companies in Glassdoor. HR professionals can use Glassdoor comments as invaluable feedback to improve HR policies and processes. LinkedIn, Google+ groups give immediate feedback also. HR needs to be more controlled, more transparent, scan all related sites, and respond to all stakeholders (Ulrich et al., 2017).

Furthermore, discussion groups and forums can enable an employee to show his/her ability to many people, being recognized by HR, managers, and peers. Therefore, HR can manage talent better within the company. That is an opportunity for HR to increase collaboration within a diversified talent pool.

Last but not the least, HR can gain a better understanding of the real customers of the company. Ulrich, Younger, Brockbank, and Ulrich (2012) state that HR should start from external customers of the company to understand the business context, then shape HR organization, HR processes and HR professionals. For HR, it is still not common to communicate with external customers. Therefore, using social media effectively can provide valuable information about customers, enabling HR to operate "outside in".

Considerations in the Use of Technology and Social Media

It can be easily understood that HR technology can cut down the time and money costs of HR. But as an annotation, HR technology must not be taken as a legitimacy issue or leftover to the technology supplier. The cost of installation of the necessary infrastructure system is generally high. In IT projects, if not planned accurately, unexpected costs arise (ex: an extra software, IT employee). The most common case in the HR IT system is not user-friendly systems. If it is not user-friendly, it is not used effectively and turns out to be a total loss. All HR technology effort must point out to the real HR problems with real technology solutions. Otherwise, technology implementation can cost too much, more than its benefits to the company.

Other than cost, technology and social media have some disadvantages which should be considered:

- In recruitment, the number of applications with no use increases due to the ease of the application process of the candidates, causing overtime spent by human resources. To solve this problem, Pegasus charged applicants with a small fee, for example.
- Sustainability is critical in technologies as well. Once stakeholders get used to a new tool, they want to utilize it always and seamlessly. If the company may not support its IT infrastructure or operations, it would be better not to start it. Technical problems, low speed of internet, etc. can be time-consuming.
- Due to the various characteristics of the applicant candidates, the fact that they are gathered around a particular feature (such as the majority being male or female, a particular region, or a group) may result in unequal opportunities. In the Amazon case, artificial intelligence recruited mostly males, depending upon past data.
- Training must not depend on e-learning, it should be blended with traditional methods. Because for many people traditional training provides a sense of belongingness to the organization and a better learning opportunity for many reasons.
- Performance feedback electronic tools can increase psychological distances between managers and subordinates.
- Employees may perceive the use of electronic performance management systems and social media profile controls as an act against their privacy and may try to sabotage them.
- Electronic evaluations may result in a mess of data and managers may feel pressured if they cannot use this data efficiently.
- Electronic performance evaluation, due to lack of personal observations, can focus only on some of the criteria and miss very valuable information about employees.

- The validity and reliability of the internet-based career assessment tools may be low because the candidate may be deceitful.
- In electronic job-based evaluations, it is difficult to follow the relationships between the analyses and evaluation. This may cause the employees to feel that job evaluations are not open and transparent.
- No matter how widespread the use of the Internet is, some stakeholders of HR may not have internet access enough or there may be a lack of interest. Therefore, HR can lose some opportunities for communication in HR processes such as recruitment, training, employee relations.
- To increase technology usage, the company can offer devices and internet packages to the employees. In that case, HR should consider equity issues in employee benefits. Also, HR needs to be proactive in establishing and communicating policies regarding devices and internet.
- If there are not robust principles and procedures in the organization about social media usage, social media may cause loss of productivity stealing from the employee's shift; loss of reputation due to comments on social media and security risks that may arise due to deficits created by social networking sites.
- Technology and social media make employees accessible every time. This may cause high pressure on employees.
- If not managed properly, the organization may face legal sanctions based on the Personal Data Protection Law. HR professionals will need to stay up to date on the technologies being developed to protect employee details from theft (Doğan, 2011; Schramm, 2006; (Vardarlıer, 2014).

After handling social media with advantages and disadvantages it should be accepted that social media hinders more opportunities and possible advantages than the risks. For a high-performing HR professional, TMI cannot be ignored. The solution lies in managing the risks, leveraging technology and social media at its very best, keeping in mind the human touch of HR, and blending them with traditional HR methods to create more value to the stakeholders.

The Technology and Media Integrator Competency

Since 2002, the RBL Group includes technology competency, with the names of HR Technology, Operational Executor, Technology Proponent, and in the last model Technology and Media Integrator (The RBL Group, 2016).

In the previous sections, technology and media were discussed. TMI competency includes also the "integration". The implication of the word "integration" is to utilize both technology and social media. It may be expanded to blend the traditional and modern media tools in HR processes as well.

RESEARCH QUESTIONS

TMI is a new competency, it may be misunderstood by HR professionals. Therefore, we tried to explain the TMI competency in detail by providing additional and comprehensive information on the topic. Hence, in this paper, a descriptive research has been done, attempting to answer the following research questions with the literature review on the topic:

- What does TMI mean for HR Professionals? How does it matter for them?
- What are the components of TMI? Is there any difference from the RBL Model?
- What may be the further research areas related to TMI competency?
- What are the managerial implications of the RBL 2016 study for HR professionals?

PURPOSE OF THE STUDY

Technology is one of the top issues in the HR and business world nowadays. But the research papers show that HR professionals' level of competency in this area is behind the other competencies. Hence, if the organizations and people in HR function would like to catch up with the new world, TMI competency must be studied conceptually. The purpose of this study is to help this conceptualization, create awareness about the topic, and lead for future research and managerial implications.

RESEARCH METHODS

As Snyder (2019) states, for newly emerging topics, the literature review requires a more creative collection of data. It is not expected to cover all articles ever published on the topic. It is better to combine perspectives

and insights from different fields. In this paper, a new theoretical framework was not aimed but new insights have been tried to develop for more contribution to the field.

The literature review has been conducted on concepts, from wide to narrow. First, all HR competency models have been reviewed from numerous books, latest articles, conference papers, and websites, with the search words such as "HR competency", "human resource competency", and "HR professional". Going through the competency models, "technology", "media", and "social media" etc. have been scanned as a word and as a concept. The search is resulted in only the RBL Model. Therefore, the RBL Model has been used as a framework for this study.

In order to achieve the objectives of this paper, the possible components of TMI competency based on the RBL Model, have been investigated through another literature review on "HR technology", "business technology", and "social media". This work has broadened the understanding of the authors, which caused them to offer three subdomains instead of two (as is in the RBL Model) for the competency.

While researching the potential components, the authors realized that it is a must for HR professionals to know disadvantages of technology and social media as well. Because current studies were focused on to what extent these tools are utilized, there may be a warning flag need. As the authors, we tried to remind the need for balance and policies in leveraging technologies and social media.

As being the main framework for the related competency, Ulrich et al. (2017)'s latest findings are taken to the paper and discussed to give a better understanding of the competency. As Torraco (2005) states that a review article should give an idea of potential areas where new knowledge may be needed, we have shared our comments on further research and managerial implications to contribute to the academicians and practitioners in the HR field.

FINDINGS

As the first finding, it must be noted that although the beginning of 2000s are the most fruitful years for HR competencies in terms of academic publications, academicians' interest on the topic has decreased, as shown in Google Ngram search with the keyword "human resource competencies".

A specific competency related to technology and social media exists only in the RBL Model. This competency is named in 2016 study of the RBL Group. But within three years, only 19 results appear when "technology and media integration" is searched through Google Scholar. Moreover, when the publication is gone through, it is seen that many of them only mentioned the competency and gave its definition. This finding shows that TMI competency still needs great attention. HR professionals' agenda is full of digital issues, but academic research on HR competencies do not match with this agenda enough.

TMI competency in the RBL Model has two subdomains: Leverages social media and integrates technology. Even though Ulrich et al. (2017) imply that HR should be a facilitator in business technology and technological transformation of the work, "business technology" could not find a place in subdomains. However, as seen in the literature review, it is an obligation for HR to be aware of the business technology, to ensure that the organization leverages business technology at its best and to evolve HR politics and processes according to the new working style's requirements.

CONCLUSION

This paper investigated the TMI competency in the RBL Model. It addressed the competency in detail in order to provide a more conceptual understanding of the competency and encourage further thinking on future research and managerial implications.

Further Research

In the RBL findings, it has been proven that TMI competency has a potential competitive advantage Hence, TMI competency deserves both academic and professional attention more. Therefore, for further research, we may suggest HR professionals' technology and social media usage more both in conceptual and empirical works.

Further research can detail TMI competency into how and which factor of business performance is affected by which subdomain of TMI competency. For example, do HR professionals with high social media skills increase the company's performance in attracting essential employees? Or is it just related to employee relations of the organization? Do HR technologies matter for employees? Does the level of HR technology usage make sense in profitability? etc.

For future studies, especially to improve TMI competency, it is important to know individual or organizational differences affecting the TMI competency level. For example, are there any differences between HR roles in terms of TMI competency level? Are there any differences related to formal education or does it depend on only the personal interest of the HR professional? etc. Accordingly, programs for TMI competency improvement can be developed.

What we found missing in the RBL Model was a specific subdomain for "business technology". Although it is implied in the RBL model, we may suggest a further research and accordingly a revision if needed. To increase the importance given, a new subdomain for the model may appear: "Facilitates digital (or technological) transformation of the organization".

Managerial Implications

It can be easily said that TMI competency's potential competitive advantage has not been realized so far. In order to utilize this potential competitive advantage, organizations, especially HR managers should be aware of opportunities of technology and social media. They need to create an HR talent pool with a technology mindset first of all and equip them with technical skills. Moreover, HR is responsible for developing individual and organizational capabilities. There needs an urgent action to improve work-related technology knowledge of HR professionals as well.

Beyond using technologies and social media, HR must be very proactive in foreseeing the side effects of them. HR has an essential role in defining the boundaries and procedures to protect the company. Only this way, HR can create the promised competitive advantage out of this competency. We may suggest that HR professionals keep in mind "establishing strategies, policies, and procedures in order to leverage technology and social media" as a behavioural indicator of this competency.

Based on the interesting finding of the RBL's 2016 study, organizational capability, concerning technology and social media, is more valuable than individuals' competencies. It implies that HR executives should improve TMI competencies of each HR employees and focus on its reflection in HR's organizational capability.

In conclusion, understanding and effectively using technology and media integrator competency is an integral part of the success of all HR professionals. This competency's importance will increase due to new technological developments and its effect on work life. Even though there are many reasons for technology and social media usage, to reduce costs and administrative burden of HR professionals is the main reason. This approach reshapes the HR profession, therefore the need for HR professionals changes also. Soon, HR job descriptions and job specifications will contain technology more and more. It is clear that HR professionals need to closely monitor developments in both HR and business technology and social media as well. There needs to be personal development and corporate development opportunities for HR professionals. Perhaps, the most significant reminder for HR is that they should be the pioneer in using technology and social media to facilitate transformation in their organizations.

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