



## A STUDY OF COMPETENCIES REQUIRED FOR EMPLOYEES AND EVALUATION OF COMPETENCIES TO IDENTIFY TWO MOST IMPORTANT COMPETENCIES IN SELECT TWO IT INDUSTRIES IN PUNE

**Anand B. Dadas, Ph.D.**

Director, NWIMSR, Pune

### Abstract

*The aim of this paper is to study required competencies for employees in select two IT industries. Also determine competencies required for employees in IT industry. This paper gives the various definitions of Competency. Competencies plays major role in employees performance, which required for the success of an organization. Study of Competency helps to improve the performance to achieve the goals, vision and mission of an organization in the global scenario. It's also help for self development. Skill, Knowledge and ability/attitude are the major pillars of competency. By knowing required competencies and important competencies in IT field helps employees to improve individual performance and motivate individuals for performing particular job, occupation or industry.*

**Key Words:** Competence, Competency, Knowledge, Skills, Attitude/Ability, Communication skills, Interpersonal Skills, Team Management.



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### 1. INTRODUCTION

The term “competency” plays the important role in improving job performance and in turn qualifies human resources. Today organizations are all talking in terms of competence. Gone are the days when people used to talk in terms of skill sets, which would make their organizations competitive. There has been a shift in the focus of the organizations. It is better to build a core competency that will help to improve performance. Especially, in the high competition in corporate world on global level. Now a day’s employees required to acquire a new set of knowledge, skills, and attitudes to face the diversity and complication of the new business environment successfully. Thus the Competency plays an important role in the global organizations. Knowing required competencies helps to analyze individual’s Strength, Weakness, Opportunities and Treats (SWOT). It also helps them for their career planning and development. Companies are looking for multi skill, multi knowledge employees.

### 2. LITERATURE REVIEW:

The word competency is derived from Latin word “competere” which means ‘to be suitable’.

## **2.1 Definitions:**

**2.1.1 Competence** is the ability of an individual to do a job properly. The word competence is derived from Latin word “competere” which means ‘to be suitable/sufficiency of qualification’.

Woodruffe (1991) “A work – related concept that refers to area of work at which a person is competent”.

### **2.1.2 Competency/Competencies**

Hayes (1979) - “Competencies are generic knowledge motive, trait, social role or a skill of a person linked to superior performance on the job”.

“An underlying characteristic of a person which results in effective and/or superior performance on the job” (Klemp 1980)

Woodruffe (1991) “Competency: A person – related concept that refers to the dimension of behavior lying behind competent performer”.

Hogg (1993) defined competency as ‘competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which results in effective performance within an occupational area. Competency also embodies the capacity to transfer skills and abilities from one area to another.’

Competencies can be defined as “Skills, area of knowledge, attitudes and abilities that distinguish high performer. (Seema Sanghi 2012)

### **2.1.3 Different forms of Competency**

Competency may take the following forms:

Knowledge, Attitude, Skill

Other characteristics of an individual including

Motives, Values, Traits, Self concept

## **3. SCOPE OF STUDY**

This study is based on survey, which helps researcher for the further study in his research.

## **4. RESEARCH METHODOLOGY**

**4.1 Research design:** Descriptive method

### **4.2 Objectives of the Study**

- To determine the competencies required for employees for IT industry.
- To evaluate the competencies of the employees and identify which two competencies are most important in IT industry.

### 4.3 Data Collection Method

Data are facts, figures and other relevant material, which are either past or present, serving as basis for the study & analysis. Data constitutes the subject matter of analysis the relevance; adequacy and reliability of data determine the quality of study. The data are collected through Primary data and Secondary data.

#### Primary Data

It is the information collected during the course of experimentation during experimental research. It can be obtain through the observation or through direct communication with the person associated with selected subject, by performing survey or descriptive research. Primary data which is collected fresh and for the first time it is also called basic data or original data. There are several methods of collecting primary data.

- Observation method
- Interview method and
- Questionnaire Method

Researcher uses the Structured Questionnaire as a tool for collecting the Primary Data.

**Questionnaire Formation-** The structured questionnaire was formed according the topic of this paper. Total 2 questions in tabular form were designed for analysis. All the questions are closed ended questions.

#### Secondary data

Secondary data measures data that is already available i.e. they refer to data which have already collected and analyzed by someone else.

When the researcher utilizes secondary data, then he has to look into various sources from where he can obtain them.

The secondary data collection methods used for this work are:-

- Journals
- Proceedings
- Articles

### 4.4 SAMPLING TECHNIQUE

#### SAMPLING PLAN:-

- i) Sample Method : Non Probability Convenience Sampling
- ii) Sample Size : 63employees from Agrobaytes IT Services Pvt. Ltd., and TCS, Pune.

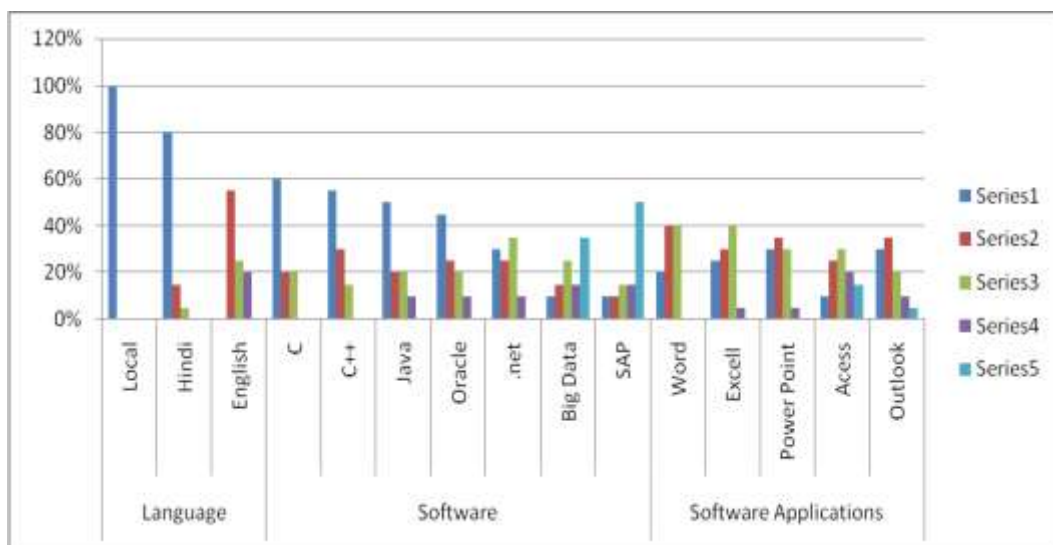
## 5. LIMITATIONS

- The sample was restricted to the sixty three respondents.
- The organizations which are selected are only two.
- Only ten competencies were taken for this study.

## 6. DATA ANALYSIS AND INTERPRITATION

1) Rate your Competencies on the scale of 5 to 1 where 5 is Excellent and 1 is Poor

		5	4	3	2	1	Total
<b>Language</b>	Local	100%	0%	0%	0%	0%	100%
	Hindi	80%	15%	5%	0%	0%	100%
	English	0%	55%	25%	20%	0%	100%
<b>Softwares</b>	C	60%	20%	20%	0%	0%	100%
	C++	55%	30%	15%	0%	0%	100%
	Java	50%	20%	20%	10%	0%	100%
	Oracle	45%	25%	20%	10%	0%	100%
	.net	30%	25%	35%	10%	0%	100%
	Big Data	10%	15%	25%	15%	35%	100%
	SAP	10%	10%	15%	15%	50%	100%
<b>Software Applications</b>	Word	20%	40%	40%	0%	0%	100%
	Excell	25%	30%	40%	5%	0%	100%
	Power Point	30%	35%	30%	5%	0%	100%
	Acess	10%	25%	30%	20%	15%	100%
	Outlook	30%	35%	20%	10%	5%	100%



**Interpretation:**

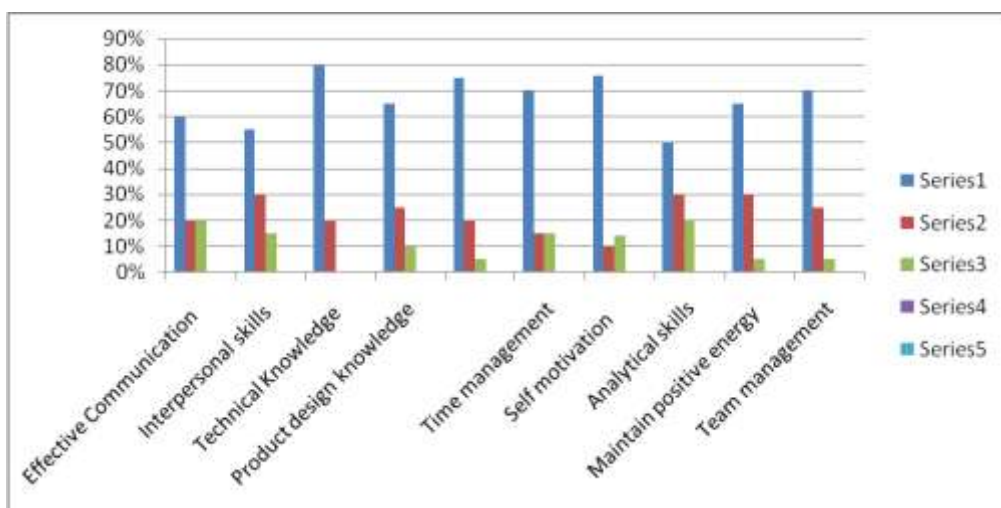
All employees are excellent in Local and Hindi language they can read, write and speak fluently their local language and Hindi language. 80% employees had good command on English language these employees fill that they can speak fluently.

In case of softwares like ‘C’, ‘C ++’, Java, Oracle 70% to 80% employees are highly competent, 55% employees are competent in .Net. Where in case of Big Data and SAP employees are not competent.

In case of Software Application 65% to 60% employees are well competent in Word, Power Point and Outlook. Whereas 55% employees are competent in Excel and 35% in Access.

- 2) Rate the Competencies required in service industry on the scale of 5 to 1 where 5 is Highly Essential and 1 is Not essential

Options	5	4	3	2	1	Total
Effective Communication	60%	20%	20%	0%	0%	100%
Interpersonal skills	55%	30%	15%	0%	0%	100%
Technical Knowledge	80%	20%	0%	0%	0%	100%
Product design knowledge	65%	25%	10%	0%	0%	100%
Computer Software knowledge	75%	20%	5%	0%	0%	100%
Time management	70%	15%	15%	0%	0%	100%
Self-motivation	76%	10%	14%	0%	0%	100%
Analytical skills	50%	30%	20%	0%	0%	100%
Maintain positive energy	65%	30%	5%	0%	0%	100%
Team management	70%	25%	5%	0%	0%	100%



**Interpretation:**

All the ten competencies are essential as per the feedback given by the employees. Out of these ten 80% employees fill that Technical Knowledge and 76% employees fill that Self-

motivation are most important competencies. But according to employees, 55% Interpersonal skills and 50% Analytical skills are highly essential in IT companies.

## 7. FINDINGS

1. From the analysis it's found that improvement is needed in English language, softwares like Big Data and SAP and software application like Microsoft Excel and Access.
2. The most important two competencies are Technical Knowledge and Self-motivation. Whereas Interpersonal skills and Analytical skills are not much important.

## 8. Suggestions

1. Improvement in English language, Softwares like Big Data and SAP and software application like Microsoft Excell and Access for employees needed through training.
2. Companies should focus more on need of Interpersonal skills and Analytical skills so that it should become essential competencies.

## 9. CONCLUSION

Competency plays major role in performing the job well and growth of Company. The employees those are working in Agrobytes IT services Pvt. Ltd. and Cummins India are competent in technical side and subjects like JAVA, Oracle, .Net etc. For IT industry Technical Knowledge and Self-motivation are most essential competencies to perform the job well.

**10. FURTHER RESEARCH:** Required to gather more data from more respondents and from more manufacturing and IT/ service industries.

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