

An empirical study of the IT sector in exploring the Effects of Competencies on Employee and Organisational Performance

P. S. Padmavathi¹, T. V. Ramana² and B. Kuberudu³

¹Research Scholar, School of Management Studies, JNTU Kakinada, Andhra Pradesh, India.

²Associate Professor, ANURPG Centre, Kakinada, Andhra Pradesh, India.

³Professor, AU College of Commerce and Management, Andhra Pradesh, India.

CITATION: Padmavathi, P. S.; Ramana, T. V. and Kuberudu, B. (2018), "An empirical study of the IT sector in exploring the Effects of Competencies on Employee and Organisational Performance", *MERC Global's International Journal of Management*, Vol. 6, Issue 4, pp. 161-167.

ARTICLE HISTORY: Submitted: June 27, 2018, Revision received: July 28, 2018, Accepted: August 04, 2018

ARTICLE TYPE: Research paper

ABSTRACT

Various competencies that are having an effect on employee performance was identified as a major theme of the present research and analysed the effects of those competencies on employee performance in informational technology (IT) sector using survey research. The survey was conducted among the employees (sample size, n=1200) of IT sector located in Hyderabad City, Telangana State by distributing a well-designed questionnaire. To appraise the weight competencies on employees' performance, an exploratory factor analysis (EFA) has been applied, where the results naked that a positive relationship has occurred in between employee competencies and employee performance in his/her job. In addition to this few nucleus competencies are materialized to show their significant effect on employee performance. The assessment of the association between competencies and organisational performance has also been considered along with the individual employee performance by making the results of the study as major substantiation. The present study is not a wide-ranging research, including all the companies trading under the roof of IT industry, only a few selected companies were considered from the Hyderabad city and from those companies on a count 1200 employees were selected and distributed questionnaires which in return the flawless data has been collected from 1120 employees and the final sample size was fixed at n=1120. As the study is restricted to only a few selected companies the results cannot be generalised to the entire IT sector. The present research is qualitative research in producing loaded information about competencies and performance of employees and analyses the impact of competencies on employee performance to check whether it is above the ground level or below.

KEYWORDS: Competencies, Employee performance, IT sector.

REFERENCES

1. Alnawafah, Salameh (2017), "Impact of Empowerment in Jordanian Hotels on Competitive Advantage Achievement", *MERC Global's International Journal of Management*, Vol. 5, Issue 3, pp. 106-114.
2. Cardy, R. L. and Selvarajan, T. (2006), "Competencies: Alternative frameworks for competitive advantage", *Business Horizons*, Vol. 49, pp. 235-245.
3. Draganidis, F. and Mentzas, G. (2006), "Competency-based management: a review of systems and approaches", *Information Management & Computer Security*, Vol. 14(1), pp. 51-64.
4. Drucker, P. F. (1954), *The Practice of Management*, New York: Harper and Row Publishers Inc.
5. Garavan, T. N. and McGuire, D. (2001), "Competencies and workplace learning: some reflections on the rhetoric and the reality", *Journal of Workplace Learning*, Vol. 13(4), pp. 144-164.
6. Hogg, B. (1993), "European managerial competencies", *European Business Review*, Vol. 93(2), pp. 21-26.
7. Losey, M.R. (1999), "Mastering the competencies of HR management", *Human Resource Management*, Vol. 38(2), pp. 99-111.

8. Luthans, F.; Avolio, B. J.; Avey, J. B. and Norman, S. M. (2007), "Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction", *Personnel Psychology*, Vol. 60(3), pp. 541-572.
9. Mangkunegara, A. A. and Miftahuddin, A. P. (2016), "The Effect of Transformational Leadership and Job Satisfaction on Employee Performance", *Universal Journal of Management*, Vol. 4(4), pp. 189-195.
10. McClelland, D. C. (1973), "Testing for competence rather than for intelligence", *American Psychologist*, Vol. 28, pp. 1-14.
11. Ozcelik, G. and Ferman, M. (2006), "Competency Approach to Human Resources Management: Outcomes and Contributions in a Turkish Cultural Context", *Human Resource Development Review*, Vol. 5(1), pp. 72-91.
12. Rotundo and Sackett (2002), "The Relative Importance of Task, Citizenship, and Counterproductive Performance to Global Ratings of Job Performance: A Policy-Capturing Approach", *Journal of Applied Psychology*, Vol. 87, No. 1, pp. 66-80.
13. Rubindra, K. and Lalatendu, K. (2017), "Employee Performance at Workplace: Conceptual Model and Empirical Validation", *Business Perspectives and Research*, Vol. 5(1), pp. 1-17.
14. Soderquist, K. E.; Papalexandris, A.; Ioannou, G. and Prastacos, G. (2010), "From task-based to competency-based A typology and process supporting a critical HRM transition", *Personnel Review*, Vol. 39(3), pp. 325-346.
15. Spangenberg, H. H.; Schroder, H. M. and Duvenage, A. (1999), "A leadership competence utilisation questionnaire for South African managers", *South African Journal of Psychology*, Vol. 29(3), pp. 117-129.
16. Stephen, J and Uhles, M. (2012), *The art and science of competency models: Pinpointing critical success factors in organisations*, New York: Preffer.
17. Sundi, K. (2015), "Effect of Transformational Leadership and Transactional Leadership on Employee Performance of Konawe Education Department at Southeast Sulawesi Province", *International Journal of Business and Management Invention*, Vol. 2, Issue 12, pp. 50-58.
18. Taylor, F.W. (1911), *The Principles of Scientific Management*, New York: Harper Publication.
19. Viswesvaran and Deniz, S. Ones (2000), "Perspectives on Models of Job Performance", *International Journal of Selection and Assessment*, Vol. 8, No. 4.