



ISSN Print: 2394-7500  
ISSN Online: 2394-5869  
Impact Factor: 5.2  
IJAR 2017; 3(6): 1175-1177  
www.allresearchjournal.com  
Received: 19-04-2017  
Accepted: 20-05-2017

**Maheshwari M**  
Assistant Professor,  
Department of B.Com (E -  
Commerce), P.S.G.R.  
Krishnammal College for  
Women, Coimbatore, Tamil  
Nadu, India

## A study on the competency of effective & efficient job performance

**Maheshwari M**

### Abstract

**“Great vision without great people is irrelevant” – Jim Collins.**

Competency is the capacity of an individual developing behavior, adequate for the job demands governed by parameters of the organization environment and achieving desired results. This is an empirical investigation conducted to investigate the competency of effective and efficient job performance of employees who work in IT sector in Coimbatore with reference to Cognizant. Data is collected through framing a questionnaire. It is essential for the organization to maximize utilization of these talents to gain competitive advantage. Thus the study concluded that it is critical to complement the skills with the necessary knowledge and attitudes and effectiveness of employees related to job enhancement.

**Keywords:** competency, effective, efficient job, organization

### Introduction

Competency is the capacity of an individual developing behavior, adequate for the job demands governed by parameters of the organization environment and achieving desired results. “A combination of knowledge, skills, attitude and personality of an individual as applied to a role or job in the context of the present and future environment, which accounts for sustained success within the framework of Organizational Values”. It has been a general observation that hard work, sincerity, knowledge and intelligence alone does not make a person star performer in his profession. But apart from these, there are many other factors that help an individual to excel in his job. In other words, these are the factors, which enable an individual to meet organizational goals along with personal goals. This concept of competencies can be better understood with the help of following instance, the top scorer of a class is not always the most intelligent or the most hardworking student of the class, but rather he is good at presenting answers and also good in time management. Thus, set of human qualities and attributes that make a person star performer for a particular activity defines the Competency for that particular activity.

### Objective of the Study

To study their competency for effective and efficient job performance of the employees who are working in IT sector in Coimbatore with reference to Cognizant.

### Research Methodology

- **Area of the Study:** Cognizant, Coimbatore.
- **Sources of Information:** Both primary and secondary data through questionnaire.
- **Sample Size:** 200 Respondents.
- **Sampling Technique:** Purposive Sampling.
- **Tools and Techniques:** Percentage Analysis & Factor Analysis.

### Analysis & Interpretation

#### Personal Profile of the Respondents

Table no 1.1 describes the personal profile of the respondents taken for the study. Out of 200 respondents who were taken for the study: it has been identified that most (58%) of the respondents are male, (67%) who are up to the age group of 30 years,

**Correspondence**  
**Maheshwari M**  
Assistant Professor,  
Department of B.Com (E -  
Commerce), P.S.G.R.  
Krishnammal College for  
Women, Coimbatore, Tamil  
Nadu, India

(63.5%) are not married, (32%) whose designation being a programmer, (49.5%) having an experience up to 5 years, and (24.5%) earns an income between Rs.20000 – Rs.30000.

**Table 1.1:** Personal Profiles of the Respondents

Personal profile		No. of respondents	Percentage (%)
Gender	Male	116	58.00
	Female	84	42.00
	Total	200	100.00
Age	Up to 30 yrs	134	67.00
	31yrs to 40 yrs	47	23.50
	Above 40 yrs	19	9.50
	Total	200	100.00
Marital Status	Single	127	63.50
	Married	73	36.50
	Total	200	100.00
Post	Programmer	64	32.00
	Analysts	56	28.00
	Tester	53	26.50
	Designer	27	13.50
	Total	200	100.00
Experience	Up to 5 yrs	99	49.50
	5 yrs to 10 yrs	42	21.00
	10 yrs to 15 yrs	25	12.50
	Above 15 yrs	34	17.00
	Total	200	100.00
Income	Up to ₹ 10000	47	23.50
	₹10000 to ₹ 20000	42	21.00
	₹20000 to ₹ 30000	49	24.50
	₹30000 to ₹ 40000	34	17.00
	Above ₹ 40000	28	14.00
	Total	200	100.00

**Factor analysis for the needs of employees to develop their competency for effective and efficient job performance**

Factor analysis has been employed to identify the important needs for improving efficiency by employees

**KMO and Bartlett's Test**

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		.705
<b>Bartlett's Test of Sphericity</b>	<b>Approx. Chi-Square</b>	475.702
	Df	91
	Sig.	.000

(Source: Computed from Primary Data)

As the Kaiser Meyer Okin measure of sampling adequacy is more than 0.7, factor analysis is appropriate for computing with the available data.

Factors	1	2	3	4	5
I was given full information about company 's and my job expectation	0.145	-0.018	0.685	-0.099	0.078
I was made feel comfortable to the new environment	-0.043	0.089	0.792	0.141	0.145
Training schedule is well designed	0.057	0.306	0.595	0.103	-0.164
Training helped me to do my job more efficiently	0.263	0.478	0.353	0.087	-0.152
My opinion counts	0.038	0.798	0.071	-0.053	-0.074
Employees are encouraged to participate in the decision-making process	-0.043	0.784	0.076	0.140	0.173
Employee input is considered before important decision or changes are made.	0.152	-0.069	0.036	0.790	-0.134
I am always involved in important decisions that affect my work	-0.061	0.278	0.119	0.727	0.249
I have clearly established career path at company	0.546	0.036	-0.041	0.368	0.048
I have opportunities to learn and grow.	0.783	-0.142	0.112	0.208	0.006
I believe my job is secure	0.755	0.125	0.121	-0.027	0.031
My physical working condition are good	0.691	0.079	0.018	-0.145	0.153
My workload is reasonable	0.144	-0.017	-0.109	0.288	0.701
I can keep a reasonable balance between work and personal life	0.071	0.016	0.174	-0.176	0.743
Eigen Values	2.792	1.843	1.380	1.193	1.082
% of Variance Explained	15.075	12.202	11.943	10.977	9.017
Cumulative % of Variance	15.075	27.278	39.221	50.197	59.214

Five factors are identified by locating Eigen values greater than unity. From the rotated component matrix table it can

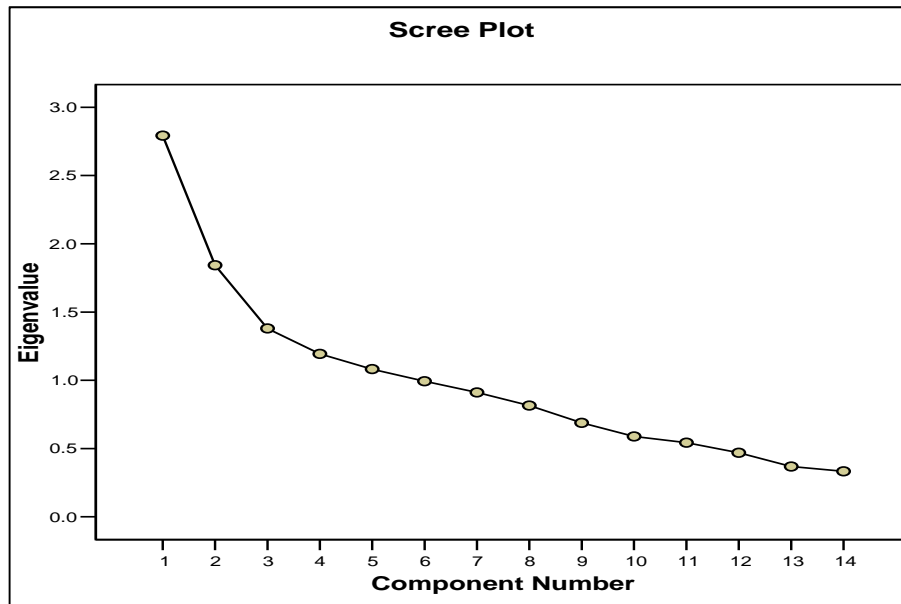
be seen that “I have opportunities to learn and grow”, “I believe my job is secure”, “My physical working condition

are good” and “I have clearly established career path at company” have a component loading of 0.5 and above. Hence, these two variables form first factor. In factor two, “My opinion counts” and “Employees are encouraged to participate in the decision-making process” have a component loading of 0.5 and above. In factor three, “I was made feel comfortable to the new environment”, “I was given full information about company’s and my job expectation” and “Training schedule is well designed” have a component loading of 0.5 and above.

In factor four, “Employee input is considered before important decision or changes are made.”, and “I am always involved in important decisions that affect my work” have a component loading of 0.5 and above. In factor five, “I can keep a reasonable balance between work and personal life”, and “My workload is reasonable” have a component loading of 0.5 and above. Based on the component loading, ranking of the variables has been done.

Reasons for Improvement	Rank
I have opportunities to learn and grow.	1
I believe my job is secure	2
My physical working condition are good	3
I have clearly established career path at company	4
My opinion counts	5
Employees are encouraged to participate in the decision-making process	6
I was made feel comfortable to the new environment	7
I was given full information about company’s and my job expectation	8
Training schedule is well designed	9
Employee input is considered before important decision or changes are made.	10
I am always involved in important decisions that affect my work	11
I can keep a reasonable balance between work and personal life	12
My workload is reasonable	13

The total variance explained by five factors accounts to 59.214.



**Conclusion**

The competencies such as ability to maintain relationship with others, communication, task proficiency, leadership and adaptability of the employees of IT Sector (cognizant) is satisfied. As competency mapping is an essential task for all the organization and employee development, it is essential for the organization to maximize utilization of these talents to gain competitive advantage. Hence the study focuses on competency mapping of employees in IT sector. The result of the study states that there is a significant difference among the skills of employees related to job and there is no significant relationship among the level of competency of employees. Thus the study concluded that it is critical to complement the skills with the necessary knowledge and

attitudes and effectiveness of employees related to job enhancement.

**References**

1. Vikram singh chouhan. Competency Mapping for HR Professionals in IT Industry. International journal of management. 2013; 2(3):1.
2. Dr. Daniel Solomon M. Competency mapping- A Holistic Approach for Industries, Paripex Indian journal of research. 2013; 2:3.
3. Dr. Mamta jainm. Competency Mapping During Recession: The Need of the hour for retail, International journal of marketing, financial service & management research. 6:111.