



Determinants of Employees' Potential in Indian IT Sector

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Abstract

Purpose- This paper aims to determine the key dimensions of Employees Potential and elucidating the effect of demographics on employees' potential in Indian IT sector.

Research Methodology- Respondents have been selected by using convenient sampling method. Data has been collected through a structured questionnaire from 455 employees at various positions working in different Indian IT companies. Statistical tools like mean, standard deviation, factor analysis have been applied in order to draw result.

Findings: Analysis reveals that employees' potential is categorized broadly into four major dimensions viz; technical competencies, managerial competencies, interpersonal competencies and personal competencies. These broad dimensions further classified into 22 sub dimensions which are the result of exploratory factor analysis. These sub dimensions are explained as: technical skills, technical knowledge, planning and organising, goal setting and perseverance, risk taking, problem solving, flexibility and adaptability, information seeking, communication skills, negotiating ability, team building, sociability, co-operation, motivating, creativity, learning ability, initiative, integrity, locus of control, drive and energy, self confidence and autonomy for the employees' potential mapping.

Implication: A person working in IT sector may require different set of skills and competencies than a manager serving in manufacturing sector. Thus, it can be said that competencies required for a particular sector, may not be important for other sector. Hence, a comparison of competencies required in different sectors based further research can be carried out.

Keywords: Employees' Potential, Technical competencies, Managerial Competencies, Interpersonal Competencies, Personal competencies, IT Sector.

Introduction

The Indian IT industry has played a significant role in developing 'Brand India' and has put India bold on the global map. In addition to fuelling the Indian economy, the IT sector has also positively influenced the lives of Indians through an active (direct and indirect) contribution towards various socio economic parameters such as employment, standard of living and diversity. The software industry, in India in general, has become one of the main pillars of Indian economy. IT Industry, in today's context, is facing rapidly changed conditions with new technologies, structures, global economic competition and increasing diversity, along with other changes. It is now well documented that not only in India rather world-wide Information Technology (IT) sector has been one of the fastest growing industries over the last decade (Chadee and Raman, 2009; and Oshri *et al.*, 2009).

Management thinkers have recognized that manpower is the most significant and crucial resource of a business entity. In the highly competitive environment, the efficient performance of employees is crucial to the success of a business enterprise but efficient performance cannot be achieved without the base of an efficient potential in the concerned employee. Hence, potential needs to be evaluated in a systematic manner to ensure the performance. When business organizations search the right people for the specific job, potential is most significant factor, which is sought, in required human resource. Potential is defined as "*the combination of skill, knowledge, capabilities, proficiencies, expertise and competencies in an employee*". Generally, in business organizations people are selected for specific jobs get promotions on the basis of their past performance and their potential.

Literature Review

Employees' potential is act as a crucial factor that makes company more economically competitive. If identification of employees' potential or succession planning is not conducted, then business world might have shortage of future leaders (Hagemann and Stroope, 2013). In fact, Potential appraisal refers to "*the evaluation or identification of hidden talent and skills of a person*". The person might be or might not be aware of those skills and talent. Potential appraisal has gained added importance today, when the situation demands that the human resources of the organizations have to be geared up to face the emerging challenges (Walia and Tomar 2010). Potential appraisal is a mechanism with a futuristic approach to identify and ensure the potential of a given employee to occupy higher position. It is also assumed that once potential is identified, it can be reshaped and developed by conscious efforts resulting in enhanced effectiveness of the concerned individual.

The lists of attributes to be used in this study are decided by the review of employees qualities usually assessed for potential appraisal or through assessment centres (Pareek and Rao, 1992; and Dukes, 1988). Considering the relevance to industry and the positions under consideration (Godse and Bandyopadhyaya, 1985), the following attributes have been included in the list, which were to be on priorities and weighed by the respondents. The term conceptual skill is substituted by managerial competencies for the better understanding of respondents who are not academicians. The attributes are categorized under four major dimensions of competencies and are explained below:

- A. *Technical Competencies*: Technical Skills and Technical Knowledge.

- B. *Managerial Competencies*: Planning and Organizing; Problem Solving; Risk Taking; Flexibility/Adaptability; Controlling Ability.
- C. *Interpersonal Competencies*: Motivating; Team Building; Co-operation; Communication Skills; Sociability; Negotiating Ability.
- D. *Personal Competencies (Attributes)*: Ambition; Openness; Optimism; Empathy; Integrity; Creativity; Mental Alertness; Perceptiveness; Self-Reliance.

Importance of Potential Human Resource Requirement for Organisational Success

Barney (1991); and Ulrich and Lake (1991) stated that the strategic value of human capital refers to its potential to improve the efficiency and effectiveness of the firm, exploit market opportunities, and/or neutralize potential threats. Mankidy (1991) found a positive linkage between career paths planning with other sub-systems like placement, training and performance appraisal. Mankidy in 1996 formulated four attributes in her study are technical competencies, managerial competencies, interpersonal competencies and personal competencies or attributes. Companies need highly talented and skilled employees in order to forward them more economically competitive (Hiltrop 1999). Some of the studies on human resource competency (e.g., Ulrich *et al.*, 1989; Ulrich *et al.*, 1995; and Huselid *et al.*, 1997) have consistently demonstrated strategic HR competencies as the powerful predictor of successful performance in different organisational jobs.

Employees' Potential Dimensions and Sub-dimensions

Boyatzis (1982) identified six clusters of important competencies that are considered for managerial effectiveness like human resource management cluster, goal and action management cluster, directing subordinate cluster, leadership cluster, focus on others cluster and specialized knowledge. Gritzmacher (1989) outlined nine characteristics committed, time conscious, independent etc. in his study. These characteristics are vital for the organisations for continuous improvement and creativity. Larsen *et al.* (1991) found in his study that for managerial competencies, organisations emphasised more on technical skills, as compare to interpersonal and team development skills, which are also essential for matching individual and group performance with organizational goals.

Pandit in year 2001 conducted a study on 22 top leader-managers and identified following common traits: commitment (drive, dedication, passion and zeal), risk-taking or entrepreneurship, persistence (determination, hard work and insistence), curiosity (creativity, intelligence and clarity of thought), difference (distinct, innovativeness and talent), learning, persuasiveness (negotiation, presentation skills etc.), focus (concentration & goal orientation), values (honesty, integrity, influencing and honouring commitment) and humility (modesty and unpretentiousness).

Charan (2007) identified ambition, self-confidence, drive and persistency, desire for learning, psychological openness, realistic approach as the main qualities which needs to be developed for success in twenty-first century. Brodie (2008) described eight key competencies which a manager must have like planning, teamwork, result orientation, decision making, change catalyst, risk management, effective communication and focus on customer service. Every industry/sector demands different set of competencies in order to get success. Organisational success depends upon the contribution of employees in achieving the organisational goals. It is also essential for an organisation to identify key individual competencies which are essential to realise its long term

goals (Wickramasinghe and Zoyza, 2008). Schumacher (2009) lists some characteristics of employees such as; risk takers, consistent high performers, quick learners, have growth potentials and positive energy. Different management researchers are not agreed on a common set of competencies which are required to be successful in various job positions. Xuejun and Wang (2009) found in their study that communication, coordination, team building, execution and continual learning are critical competencies for the success of middle managers.

Juhdi *et al.* (2013) found in their study that there are three major competencies identified that are: results-oriented character, technical competence/flexibility and interpersonal competence. The researcher also found that most common methods to identify the employees' potential are: performance appraisal by immediate superiors and to develop high potential employees is job enlargement.

Research Gap and Objectives of the Study

In the field of Human Resource Management, potential appraisal is one of the most important practice for well-functioning of all organizational operations because it helps to identify the potential candidate for the future successors. Lack of potential appraisal is one of the prominent reasons behind high level of attrition in IT sector. Despite being important for organizational effectiveness, potential appraisal is deprived of the attention of researchers resulting lack of literature available on this particular field. This shows that lots of research works are supposed to be done in this area. With this research gap, current study is carried out with the main objective: to identify the key determinants of employees' potential in IT Sector.

Methodology

The present study is based on descriptive-cum-exploratory research design. A sample of 455 respondents selected by convenient sampling has been studied from selected IT companies in India. Random sampling has been used for selecting IT companies. Primary data has been collected through a structured questionnaire. In order to study the determinants of managerial competencies, Exploratory Factor Analysis (EFA) has been applied. Chronbach's alpha technique has been applied for checking the reliability of extracted dimensions.

Data Analysis and Interpretation

Factor Analysis is carried out to investigate the linear relationship of some underlying factors. Requesting principal components analysis and specifying in a rotation the output of factor analysis is obtain. Appropriateness for application of factor analysis has been judged through Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity. High KMO value (0.805) table 1.1 indicated that sample size is adequate for application of factor analysis. Bartlett's test of sphericity provided significant results indicating significant correlation among the scale items. So both KMO and Bartlett's test of sphericity indicated that factor analysis can be applied on the data set.

Table 1.1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.805
Bartlett's Test of Sphericity	Approx. Chi-Square	2319.997
	Df	45
	Sig.	0.000

Source: Primary Data

Results and Discussion

Samples of 455 IT employees are investigated during the study. In order to find out key determinants of Employees’ Potential, factor analysis has been applied. A structure questionnaire consisting of 89 statements which are devoted to employees’ potential has been used. Below, statistical evidence has been presenting for the key dimensions of Employees Potential.

Determining the Employees Potential

Employees’ potential can be categorized broadly into four major dimensions viz; technical competencies, managerial competencies, interpersonal competencies and personal competencies. These four major dimensions are further divided into sub-dimensions with the help of factor analysis.

Determining the Dimensions of Technical Competencies

Table 1.2: Extracting the dimensions of technical competencies

Factor	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	Per cent of variance	Cumulative per cent	Total	Per cent of variance	Cumulative per cent	Total
1	3.648	36.481	36.481	3.648	36.481	36.481	3.506
2	2.943	29.430	65.912	2.943	29.430	65.912	3.085

Extraction Method: Principle Component Analysis.

Rotation Method : Varimax

KMO value--0.805

Table 1.2 provides output of the factor analysis for technical competencies, the rotated factor matrix comprising all ten variables, the per cent of variance, cumulative per cent of variance and the eigen values of all factors having eigen values of 1 or more than 1. It is seen from the cumulative per cent of variance column that two factors extracted together account for 65.912 per cent of total variance (information contained in the original 10 variables). This is a pretty good bargain, because from the 10 variables, 2 underlying factors are extracted in an economised fashion. Total 66 per cent of information is retained by the two factors extracted (Malhotra & Dash, 2011; Hair *et. al.*, 2009).

Table 1.3: Profiling the dimensions of technical competencies

Factors	Variables	Nomenclature of Factors	Factor Loading
Factor 1	I enjoy being the catalyst for change in business affairs through my technical skills.	Technical Skills (Chronbach 0.709)	0.862
	I develop innovative solutions to new or highly complex problems that cannot be solved using existing methods or approaches.		0.844
	I make optimum utilization of my technical skills to accomplish work in a perfect manner.		0.842
	I effectively apply technical skills to solve a range of problems.		0.842
	I get excited when application of the recently acquired skill simplifies my work.		0.786
Factor 2	I possess in-depth knowledge and skills related to my field of work.	Technical Knowledge (Chronbach 0.759)	0.857
	My peers and subordinates regularly consult me to provide advice and solution to their problems.		0.849
	I keep myself updated regarding cutting-edge technology related to my field of expertise.		0.811
	I regularly subscribe study material such as magazines, published reports etc. which are relevant to my field of work.		0.718
	When I come across a new idea, I try to explore more about it by reading and discussing with others.		0.663

Source: Primary Data

Extraction Method: Principle Component Analysis.

Rotation Method: Varimax

Table 1.3 indicates profiling of dimensions of technical competencies. Each factor is comprised of five statements. Factor loading more than 0.5 has been considered. Keeping the nature of variables involved in extracted factors, nomenclature has been done.

The two factors extracted are nomenclature as: technical skills and technical knowledge. Internal consistency for each extracted factor was calculated using Chronbach’s alpha and its values for the extracted dimensions ranged from 0.709 to 0.759 indicating that scale fulfils the criteria of internal consistency (Hair, *et. al.*, 2009). Each extracted factors are:

Determining the Dimensions of Managerial Competencies

Table 1.4 indicates factor solution for employees’ managerial competencies. Total 6 factors (eigen value ≥ 1) have been extracted out of 22 statements. These 6 factors collectively accounted for 65.673 per cent of the total variance. The profiling of these extracted factors are given below:

Table 1.4: Extracting the dimensions of managerial competencies

Factor	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	Per cent of variance	Cumulative per cent	Total	Per cent of variance	Cumulative per cent	Total
1	3.656	16.617	16.617	3.656	16.617	16.617	2.822
2	2.940	13.362	29.980	2.940	13.362	29.980	2.693
3	2.555	11.612	41.591	2.555	11.612	41.591	2.362
4	2.169	9.857	51.449	2.169	9.857	51.449	2.346
5	1.936	8.800	60.249	1.936	8.800	60.249	2.246
6	1.193	5.424	65.673	1.193	5.424	65.673	1.979

Extraction Method: Principle Component Analysis.

Rotation Method : Varimax

KMO value--0.762

Table 1.5 indicates profiling of dimensions of managerial competencies. A total of six factors have been extracted from 22 statements. The naming of the extracted factors is done considering the nature of variables constituting the factors. These are; planning and organising, goal setting and perseverance, problem solving, risk taking, flexibility and adaptability, and information seeking. Factor loading more than 0.5 has been considered.

Table 1.5: Profiling the dimensions of managerial competencies

Factors	Variables	Nomenclature of Factors	Factor Loading
Factor 1	I take a logical and systematic approach to perform work related Activities.	Planning and Organizing (Chronbach $\alpha= 0.857$)	0.859
	I think of different ways to accomplish things.		0.852
	I think of all the problems I may encounter and plan what to do if such problem occurs.		0.822
	When I make plans, I make them certain to work.		0.807
Factor 2	I have been successful in attaining most of my goals.	Goal Setting and Perseverance (Chronbach $\alpha= 0.834$)	0.842
	I revise my goals regularly in view of progress till date.		0.842
	I find it difficult to prioritize my tasks.		0.839
	I usually set my goals and I proceed accordingly.		0.735
Factor 3	I don't usually examine my mistakes.	Problem Solving (Chronbach $\alpha= 0.841$)	0.893
	I feel confident while solving my problems.		0.850
	I take the problems with a feeling of hope and expectations.		0.843
Factor 4	I have the practice of buying things on credit.	Risk Taking (Chronbach $\alpha= 0.838$)	0.880
	I don't mind taking chances on a good idea even if I am not sure about it.		0.847
	If there is a chance of failure I would rather not do such task.		0.827
Factor 5	I always seek new information to do my job in a better way.	Flexibility and Adaptability (Chronbach $\alpha= 0.710$)	0.783
	I quickly grasp the new information.		0.776
	I am open to change according to new situation.		0.633
	I take some time to adjust myself according to the changing condition.		0.581
Factor 6	When working on a project for someone, I ask many questions to make sure that I understand what the person wants.	Information Seeking (Chronbach $\alpha= 0.639$)	0.706
	I frequently seek the advice of people who know a lot about the problems or tasks I am working on.		0.698
	I go to several different sources to get information to accomplish tasks or projects.		0.668
	When starting a new job or project, I gather a lot of information about it.		0.637

Source: Primary Data

Extraction Method: Principle Component Analysis.

Rotation Method: Varimax

Internal consistency for each extracted factor is calculated using Chronbach's alpha and its values for the extracted dimensions ranging from 0.639 to 0.857. This means that the scale fulfils the criteria of internal consistency (Hair, *et. al.*, 2009).

Determining the Dimensions of Interpersonal Competencies**Table 1.6: Extracting the dimensions of interpersonal competencies**

Factor	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	Per cent of variance	Cumulative per cent	Total	Per cent of variance	Cumulative per cent	Total
1	3.960	16.502	16.502	3.960	16.502	16.502	3.153
2	3.280	13.665	30.167	3.280	13.665	30.167	2.640
3	2.602	10.841	41.007	2.602	10.841	41.007	2.547
4	2.115	8.814	49.822	2.115	8.814	49.822	2.272
5	1.527	6.362	56.184	1.527	6.362	56.184	2.114
6	1.323	5.512	61.696	1.323	5.512	61.696	2.082

Extraction Method: Principle Component Analysis.

Rotation Method: Varimax

KMO value--0.738

Table 1.6 provides output of the factor analysis for interpersonal competencies, the rotated factor matrix comprising all 22 variables, the per cent of variance, cumulative per cent of variance and the eigen values of all factors having eigen values of 1 or more than 1. It is seen from the cumulative per cent of variance column that six factors extracted together account for 61.696 per cent of total variance (information contained in the original 22 variables). This is a pretty good bargain, because from the 22 variables, six underlying factors are extracted in an economised fashion. Total 62 per cent of information is retained by the six factors extracted (Malhotra & Dash, 2011; Hair *et. al.*, 2009).

Table 1.7: Profiling the dimensions of interpersonal competencies

Factors	Variables	Nomenclature of Factors	Factor Loading
Factor 1	I find it easy to express new ideas quickly and understandably.	Communication Skills (Chronbach $\alpha= 0.906$)	0.894
	Making eye contact with people makes me uncomfortable.		0.889
	I know how to end a conversation tactfully.		0.871
	Giving a speech is something I am good at.		0.869
Factor 2	I get others support easily to my recommendations.	Negotiating Ability (Chronbach $\alpha= 0.816$)	0.871
	I can easily sell things or ideas to others.		0.801
	I can easily convince others about my ideas.		0.770
	When I disagree with others, I let them know.		0.749
Factor 3	Sometimes, I feel helpless to resolve conflicts between group/team members.	Team Building (Chronbach $\alpha= 0.772$)	0.806
	I inspire and foster team spirit, pride and trust among team members.		0.780
	On the whole, I consider myself a successful team leader.		0.695
	I facilitate cooperation and motivate team members to accomplish group goals.		0.630
Factor 4	When I feel upset, I usually let others to know about my problems.	Sociability (Chronbach $\alpha= 0.740$)	0.798
	I make friends easily.		0.789
	I can easily build a good rapport with others.		0.723
	I feel at ease while working with others.		0.579
Factor 5	I help others to resolve their work related problems.	Co-operation (Chronbach $\alpha= 0.668$)	0.750
	I frequently take help from my peers to solve my problems.		0.697
	I like to work in a participative manner with peers and subordinates instead of ordering them.		0.664
	If I am angry or upset with someone, I tell that person politely.		0.651
Factor 6	I try to create an environment that encourages and motivate others.	Motivating (Chronbach $\alpha= 0.637$)	0.741
	I empower my subordinates by sharing power and authority.		0.724
	I inspire and guide others regularly toward goal accomplishment.		0.618
	I try to keeps open communication and build trust among employees.		0.607

Source: Primary Data

Extraction Method: Principle Component Analysis.

Rotation Method: Varimax

Table 1.7 indicates profiling of dimensions of interpersonal competencies. The six factors have been extracted. These are: communication skills, negotiating ability, team building, sociability, co-operation and motivating. Internal consistency for each extracted factor is calculated using Chronbach's alpha and its values are ranging from 0.637 to 0.934. These values are indicating that scale fulfils the criteria of internal consistency (Hair, *et. al.*, 2009).

Determining the Dimensions of Personal Competencies**Table 1.8: Extracting the dimensions of personal competencies**

Factor	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	Per cent of variance	Cumulative per cent	Total	Per cent of variance	Cumulative per cent	Total
1	5.741	17.396	17.396	5.741	17.396	17.396	3.488
2	4.334	13.133	30.529	4.334	13.133	30.529	3.198
3	3.530	10.697	41.226	3.530	10.697	41.226	3.139
4	2.685	8.137	49.363	2.685	8.137	49.363	2.825
5	1.784	5.405	54.768	1.784	5.405	54.768	2.715
6	1.738	5.266	60.034	1.738	5.266	60.034	2.492
7	1.597	4.840	64.874	1.597	4.840	64.874	2.314
8	1.048	3.177	68.051	1.048	3.177	68.051	2.286

Extraction Method: Principle Component Analysis.

Rotation Method: Varimax

KMO value--0.801

Table 1.8 indicates the factor determination for employees' personal competencies. Sums of eight factors have been extracted out of 33 variables. Factors having eigen value more than one have been included in the factor structure matrix. These 8 factors collectively accounted for 68.051 per cent of the total variance indicating satisfactory level of variance explained by a factor solution (Malhotra & Dash, 2011; Hair *et. al.*, 2009).

Table 1.9 describes the dimensions of personal competencies. A total of eight factors have been extracted which are explained as: creativity (factor 1), learning ability (factor 2), initiative (factor 3), integrity (factor 4), locus of control (factor 5), drive and energy (factor 6), self confidence (factor 7) and autonomy (factor 8).

The nomenclature of these factors is done on the basis of variables constituting the factor. Internal consistency for each extracted factor has been calculated using Chronbach's alpha and the values for the extracted factors are ranging from 0.708 to 0.912. These values indicate that scale fulfils the criteria of internal consistency (Hair, *et. al.*, 2009).

Table 1.9: Profiling the dimensions of personal competencies

Factors	Variables	Nomenclature of Factors	Factor Loading
Factor 1	Some people find my ideas unusual.	Creativity (Chronbach $\alpha= 0.888$)	0.866
	I am curious.		0.856
	I often tend to explore unfamiliar subjects.		0.832
	My friends think that I ask a lot of questions.		0.801
	I do not like guessing.		0.792
Factor 2	I think continuous learning is not necessary for career planning and growth.	Learning Ability (Chronbach $\alpha= 0.912$)	0.875
	I regularly invest time and energy in self-improvement and growth.		0.862
	I seek feedback from others about my work and make use of it to improve my abilities.		0.857
	I integrate the acquired knowledge and skills in day-to-day work.		0.853
Factor 3	I do things before it is clear that they must be Done.	Initiative (Chronbach $\alpha= 0.902$)	0.882
	I look for assignments with extra responsibility.		0.877
	I have experiences of being a volunteer in Associations.		0.855
	I do things that need to be done before being asked by others.		0.796
Factor 4	I try to create a culture that fosters high standards of ethics.	Integrity (Chronbach $\alpha= 0.798$)	0.801
	I demonstrate integrity by fulfilling commitments and promises offered by me.		0.774
	I encourage high standards of integrity, trust and respect for others.		0.748
	I demonstrate congruence between statements and actions.		0.622
Factor 5	I believe that in business world work of competent people always get recognition.	Locus of Control (Chronbach $\alpha= 0.835$)	0.891
	I am able to protect my personal interests very well.		0.808
	I have found that what is going to happen will happen.		0.786
	Being successful is the result of working hard, luck has nothing to do with it.		0.778
Factor 6	I can work long hours without getting tired.	Drive and Energy (Chronbach $\alpha= 0.781$)	0.832
	When I start a task, I get so involved that I forget everything else.		0.778
	I usually work on weekends.		0.684
	I can act promptly in case of emergency.		0.620
Factor 7	I can carry on my ideas without depending on anyone else.	Self Confidence (Chronbach $\alpha= 0.773$)	0.714
	When trying to do something difficult or challenging, I feel confident that I will succeed.		0.696
	I feel confident that I will succeed at whatever I will do.		0.679
	I stick to my decisions even if others disagree with me.		0.632
Factor 8	I don't require any approval from friends or family for every decision I make.	Autonomy (Chronbach $\alpha= 0.708$)	0.803
	I dislike being told what to do or what not to do.		0.718
	I get the things done, the way I want them to be done.		0.649
	I listen to my own feelings in evaluating experiences rather than following tradition.		0.613

Source: Primary Data

Extraction Method: Principle Component Analysis.

Rotation Method: Varimax

Table 1.10 summarizes the dimensions of employees' potential mapping. Employees' potential can be categorized broadly into four dimensions viz; technical competencies, managerial

competencies, interpersonal competencies and personal competencies. These broad dimensions further classified into sub dimensions which are the result of exploratory factor analysis. Hence, it can be said that there are twenty two (22) sub dimensions for the employees' potential mapping.

Table 1.10: Dimensions and sub-dimensions of employees' potential mapping

Technical Competencies	Managerial Competencies	Interpersonal Competencies	Personal Competencies
<i>Technical Skills</i>	<i>Planning and Organizing</i>	<i>Communication Skills</i>	<i>Creativity</i>
<i>Technical Knowledge</i>	<i>Goal Setting and Perseverance</i>	<i>Negotiating Ability</i>	<i>Learning Ability</i>
	<i>Risk Taking</i>	<i>Team Building</i>	<i>Initiative</i>
	<i>Problem Solving</i>	<i>Sociability</i>	<i>Integrity</i>
	<i>Flexibility and Adaptability</i>	<i>Co-operation</i>	<i>Locus of Control</i>
	<i>Information Seeking</i>	<i>Motivating</i>	<i>Drive and Energy</i>
			<i>Self Confidence</i>
			<i>Autonomy</i>

Source: Factor Analysis

Conclusion

Analysis reveals that employees' potential is categorized broadly into four major dimensions viz; technical competencies, managerial competencies, interpersonal competencies and personal competencies. These broad dimensions further classified into 22 sub dimensions which are the result of exploratory factor analysis. These sub dimensions are explained as: technical skills, technical knowledge (*two sub dimensions of technical competencies*), planning and organising, goal setting and perseverance, risk taking, problem solving, flexibility and adaptability, information seeking (*six sub dimensions of managerial competencies*), communication skills, negotiating ability, team building, sociability, co-operation, motivating (*six sub dimensions of interpersonal competencies*), creativity, learning ability, initiative, integrity, locus of control, drive and energy, self confidence and autonomy (*eight sub dimensions of personal competencies*) for the employees' potential mapping.

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