

# Managerial skills of managers in public and private organizations of Udaipur city - An assessment

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Received: 13.05.2017; Revised: 09.10.2017; Accepted: 23.10.2017

■ **ABSTRACT** : A managerial skills what the manager uses to assist the organization in accomplishing its goals specifically a manager makes use of his/her own abilities, knowledge base, experiences and perspectives to increase the productivity. The present study was undertaken with the objective to study managerial skills of managers employed in public and private organizations. The study was carried out in Udaipur district of Rajasthan state. A sample of 60 managers *i.e.* 30 from public organizations and 30 from private organizations were selected randomly for the present study. Online questionnaire technique was used for data collection. The results revealed that public organization managers were excellent stress managers with score (38-65) of 73.3 per cent and while private organization managers had excellent time management skills *i.e.* 86.6 per cent, only one bank manager had average problem solving (3.3%) and time management skills (3.3%) in public organizations were found in one respondent engaged in bank organization. Public organization manager's managerial skill ranged from average to excellent while managers in private organization it was good to excellent. Managers of private organization were having better managerial skills than public organization managers.

■ **KEY WORDS**: General management, Problem solving, Time management, Decision making, Interpersonal communication skills, Motivation, Stress management

■ **HOW TO CITE THIS PAPER** : Arya, Pooja, Rathore, Hemu and Singh, Suman (2017). Managerial skills of managers in public and private organizations of Udaipur city - An assessment. *Asian J. Home Sci.*, 12 (2) : 458-462, DOI: 10.15740/HAS/AJHS/12.2/458-462.

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Organizational world today, that in fact can be "World of Management" called, is a world chock-full of revealed or hidden complexities and problems, therefore the importance and the role of managers in facing with this complexity and achieving the goals is clear and imperative. Business organizations today are in a dire need for managers who not only can achieve efficient productivity, but also who possess general management, problem solving skill and time management skill, decision making skill, interpersonal

communication skill, stress management and motivation skills that make them sensitive toward not only market needs for goods and services, but also speedily respond to other environmental factors that are continuously changing.

Managerial skill is to be understood as the ability to perform managerial tasks effectively with readiness and dexterity. Skills require knowledge and ability to apply that knowledge competently and efficiently has to be acquired by practice. A skilled person is one who has

done the job effectively number of times and in the process of doing so, improved his efficiency at the job.

Skills are very important for a manager’s career. If managers are skilled they move towards the career development. But career development is effected by the interpersonal skills and the analytical skills differently at every level of management. Effectiveness of managers is highly depends largely on their ability and desire for their own personal growth and development in career in the organization. Skills have positive effect on the career development of the mangers in the organizations but at top level of management it is more affected and enhanced (Siddiqi *et al.*, 2015).

Efficiency and effectiveness of organizations depend on their managers, ability and skills in the offices, those managers who by using their skills in right ways determine proper goals (effectiveness), and also take proper ways of reaching them. Managerial skills are a set of behavior that leads to job performance. Managerial skills are acquiring and learning abilities. Most of the earlier researches have been just directed towards problems related to policies and programmes, training and development of employees and for improving the productivity of an organization. Although many studies has been conducted individually either on job satisfaction or on managerial effectiveness. Therefore an attempt has been made to access whole managerial skills of managers employed in public and private organization.

**Objective:**

To assess the managerial skills of manager’s in public and private organizations.

**RESEARCH METHODS**

The study was conducted with employees of public and private organizations within the municipal limits of

Udaipur city of Rajasthan state. The list of managers was procured from the offices of public and private organizations. A total of 60 managers *i.e.* 30 from public and 30 from private organizations from this list were selected randomly. The online questionnaire technique was used to get the information from the respondents. The questionnaire comprised of subtopics namely general management, problem solving skill, time management skill, decision making skill, interpersonal communication skill, motivation, and stress management. The collected information was suitably tabulated and analyzed in terms of frequencies and percentage.

**RESEARCH FINDINGS AND DISCUSSION**

As managers and employees together form the driving force that keeps an organization moving forward, both of these skills are important. Managers are the ones regulating and controlling the work of an organization’s most important asset. Therefore, they have a great responsibility in choosing the correct management styles and protocols that best suit their organization and employees. This is why it is necessary to have management skills (Mullins, 2007). The findings of the present study as well as relevant discussion have been presented under following heads:

**Background information:**

Profile of manager according to each background variables has been explained in Table 1 reveal that majority of respondents in both public and private organization were males (70% and 67%), in the age group 35-45 years (56% and 64%) and had 11- 20 years experience (63% and 62%).

**To assess the managerial skills of managers :**

With the right management skills, no obstacle can

Profile of managers		Public organization (n=30)		Private organization (n=30)		Total (n=60)	
		Frequency	%	Frequency	%	Frequency	%
Gender	Male	21	70.00	20	67.00	41	68.00
	Female	09	30.00	10	33.00	19	32.00
Age	<35 Years	08	27.00	07	23.00	15	25.00
	35-45 Years	17	56.00	19	64.00	36	60.00
	>45 Years	05	17.00	04	13.00	09	15.00
Experience	1-10Years	09	30.00	08	23.00	17	28.00
	11-20Years	19	63.00	18	60.00	37	62.00
	>20Years	02	07.00	04	13.00	06	10.00

be big enough to pull the team down. Good managers will follow all the basic management principles and ensure that the team works for each other, and all disputes and resolves are solved amicably, with the sole aim of achieving the objectives and goals (Thadani, 2010). Important managerial skills are general management, problem solving, time management, decision making, interpersonal communication skills, motivation skills and stress management. The managerial skill of the public and private organizations managers belonging to different types of organizations was analyzed.

Table 2 depicts that majority of respondents in public organization had good (46.6%) and private organization had excellent (73.3%) general management skills. Ider (2001) reported that hospital managers considered their management knowledge as average, but average score on knowledge test (general management=38.75%, hospital management=52.20%) showed management knowledge among hospital managers was quite low.

Organizations should strive to develop a comprehensive problem-solving and implementation strategy that increases the speed and likelihood of resolution and allows everyone within the organization

to assume successful problem solving responsibilities (Marone, 2004). Problem solving skills was at a good level among 63.3 per cent managers and only 3.3 per cent managers were at average level in public organization but in private organization problem solving skills was at an excellent and good level among 50- 50 per cent managers.

The results of the study by Kaya *et al.* (2012) carried out on nursing and midwifery students in Istanbul University indicated that 63.4% of them had good time management skills. The findings of the present study revealed that managers had excellent time management skills in both public and private organization *i.e.* 60 per cent and 80 per cent, respectively. Only one respondent had average time management skills in public organization. Contrary to this, Mohammadian *et al.* (2006) concluded that time management skills were at a very good level among 15.4 per cent of managers, being higher in female managers than in the male counterparts.

Melé (2010) depicted that decision-making can be broadly defined as a set of steps that begins with the definition of a problem, identification of alternative solutions, evaluation of alternatives based on criteria, and

**Table 2: Managerial skills of managers employed in public and private organizations**

Managerial skills	Categories/Score	Public organization		Private organization	
		Total	%	Total	%
General management	Average (20-46)	0	0	0	0
	Good (47-73)	14	46.6	8	26.6
	Excellent (74-100)	16	53.3	22	73.3
Problem solving	Average (16-36)	1	3.3	0	0
	Good (37-59)	19	63.3	15	50
	Excellent (60-80)	10	33.3	15	50
Time management	Average (15-37)	1	3.3	0	0
	Good (38-52)	11	36.6	4	13.3
	Excellent (53-75)	18	60	26	86.6
Decision making	Average (18-42)	0	0	0	0
	Good (43-65)	19	63.3	12	40
	Excellent (66-90)	11	36.6	18	60
Interpersonal communication skill	Average (15-35)	0	0	0	0
	Good (36-54)	15	50	12	40
	Excellent (55-75)	15	50	18	60
Motivation	Average (10-25)	0	0	0	0
	Good (26-34)	18	60	8	26.6
	Excellent (35-50)	12	40	22	73.3
Stress management	Average (13-25)	0	0	0	0
	Good (26-37)	8	26.6	6	20
	Excellent (38-65)	22	73.3	24	80

the choice of one of these solutions. Findings have highlighted that decision making skills were at a good level among most of the managers 63.3 per cent in public organization but in private organization majority of managers (60%) were at an excellent level. Nutt (2006) has compared public and private sector decision making using the metrics of analysis and bargaining and found that private sector managers are more supportive of analysis-based decisions and public sector managers are more supportive of bargaining-based decisions. It would seem that the public sector is more problem-based, while the private sector is more opportunity based and similar results can be seen in this study where the private organization managers were more excellent decision making skills in comparison to public organization managers.

Half of the respondents (50%) had excellent and other half of the respondents (50%) had good interpersonal communication skills in public organization although in private organization majority of respondents had excellent Interpersonal Communication skills. Rhezaii *et al.* (2006) in their study on physicians found the contrasting data *i.e.* 47.5 per cent with poor communication skills, 35 per cent moderate and only 17.5 per cent with good communication.

Shah and Shah (2010) defined motivation as inspiring people to work; individually or in groups in such a way as to produce best results. It further states that, motivation is a general term applied to the entire class of drives, desires, needs, wishes and similar forces. The findings of the present study shows that majority of respondents in public organization had good (60%) and private organization had excellent (73.3%) motivation skills. The results are supported by a study by Rashid and Rashid (2012) indicated that employees' motivation was affected by the several work related factors. Public sector employees were more motivated by work contents and experience more balance between work and family life, whereas, private sector employees are more motivated by financial rewards, career development opportunities.

Stress levels among employees working in IT sector. The study found the stress coping strategies in which includes stress management programmes, physical activities planned in job design, life style modification programmes, finding triggers and stressors, supportive organization culture, stress counseling programmes and spiritual programmes (Devi, 2011). The findings of the

present study revealed that managers had excellent stress management skills in both public and private organization *i.e.* 73.3 per cent and 80 per cent, respectively. Contrary to this, Rao *et al.* (2014) indicated that the stress levels in both public and private sector bank employees were similar and employees generally were satisfied with their work cultures and achievements.

Thus, it can be concluded that overall picture of managers in public and private organizations managerial skills ranged from good to excellent. Public organization managers were excellent stress managers with percentage score of 73.3 per cent and while private organization managers had excellent time management skills *i.e.* 86.6 per cent, average problem solving (3.3%) and time management skills (3.3%) in public organizations were found in one respondent. Only the 137 per cent of excellent overall managerial skills were more in private organizations. Managers of private organization were having better managerial skills in comparison to public organization managers.

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