MANAGERIAL PERFORMANCE IN RELATION TO
EMOTIONAL MATURITY, SELF-CONFIDENCE
AND LEADERSHIP SKILLS

Abstract

Presented to
Faculty of Business Studies
Punjabi University
In Fulfilment of the Requirements
For The Degree of
DOCTOR OF PHILOSOPHY IN BUSINESS MANAGEMENT

Submitted By
JASLEEN KAUR KATHURIA
SCHOOL OF MANAGEMENT STUDIES
PUNJABI UNIVERSITY, PATIALA
August-2014
MANAGERIAL PERFORMANCE IN RELATION TO EMOTIONAL MATURITY, SELF-CONFIDENCE AND LEADERSHIP SKILLS

Submitted by                                                                 Supervisor
(Jasleen kaur)                                                                 (Dr. Ran Singh Dhaliwal)

Abstract

It has been seen in the current scenario that the Banking and Insurance sectors of the industry are highly stressful, as the managers need to achieve targets of the organization within a stipulated time, which is always a highly challenging and difficult task. To overcome the various hurdles in achieving these challenges, one needs to be emotionally mature and self-confident, and at the same time being a manager, he must have leadership skills to lead the group working under him for inspiring team-work for the accomplishment of the objectives of the enterprise. It is hypothesized that if a manager tends to be highly emotionally mature in handling various problems of the organization and confident enough about his own decisions and gets the work done from the people in a channelized manner and possesses the ability to lead the group working under him, then he might face the challenges with enthusiasm and work with positive attitude to achieve them, which ultimately will enhance his performance. The companies, to prove their competency in the highly competitive market, have to come up with innovative ways of resource management. At the same time, ‘Globalization’ has become a catchword, and has given birth to tremendous challenges in today’s business world. Apart from Globalization, due to the increased competition level, which had never been in the past, the employers are focusing more attention on increasing productivity to reduce the cost of production. Cost reduction can be attained by procuring and maintaining efficient and effective work-forces, so performance management has become very confronting task for the HR managers. In the current era, the performance measures need to be changed to some extent so as to cope up with the current competitive environment. The companies should focus not only on training the employees to improve their performance but study the psychology of people at work. Apart from measuring the employee performance on the bases of the products and services delivered, the entire spectrum of humans should be studied to determine their performance. So, the present study aims to study emotional maturity, self-confidence and leadership skills in relation to Managerial performance. The study has been carried out to (a) To examine the performance level of the
managers. (b) To study the relationship between performance level and emotional maturity of managers. (c) To study the relationship between performance level and self-confidence of managers. (d) To analyze the relationship between managerial performance and leadership skills of managers and (e) To examine the relationship among emotional maturity, self-confidence and leadership skills. The study has been conducted on 400 managers of banking and insurance sectors, i.e., the sample of 200 managers were surveyed from public and private sector banks and another 200 has been surveyed from public and private sector insurance organizations. After collecting the sample of 400 respondents, the sample of 398 managers has been tabulated for applying statistical analysis. In order to achieve the above objectives, various statistical techniques such as chi-square test, cross-tabulation, correlation analysis, regression analysis, discriminant analysis, factor analysis and analysis of variance have been applied. The study leads us to conclude that the managers in the banking and insurance sectors have been high or medium performers. the ever increasing competition faced by such organizations in the financial market and the system of online banking have created the need to hire more and more competent managers. The “hire and fire” policy is being implemented by these organizations to stay in the market. Thus, those who tend to show high and medium performance are retained, the others are fired or separated from the organization. The low performers found no place in these sectors. Thus, the study concludes that the managerial performance is largely affected by various psychological parameters such as emotional maturity levels, self-confidence and leadership skills. The evidence derived from the study also showed that there exists a significant negative association between managerial performance and leadership skills. This notion is supported by the fact that various styles exist which tends to affect performance. if the managers follow the autocratic style, their performance decreases; and if they follow the democratic style, their performance tends to increase. The discussion made above leads us to conclude that managerial performance is affected by emotional maturity, self-confidence and leadership skills, but at the same time, the evidence also proves that out of the three parameters, leadership skills contribute the maximum to managerial performance as leadership skills contribute more to the discriminating power of the function (managerial performance) as compared to emotional maturity and self-confidence.

Keywords: Banking, Emotional Maturity, Insurance, Leadership Skills, Performance, Self-Confidence.