
THE EFFECTS OF MANAGERIAL SKILLS ON STAFF EFFICIENCY AND EFFECTIVENESS IN ORGANIZATIONS

¹*Alimi Baba Gana and* ²*Ifah Sunny Sunday*

¹*Department of Agricultural Technology Ramat Polytechnic, Maiduguri Borno state, Nigeria*

²*Department of Sociology and Anthropology University of Maiduguri, Borno State, Nigeria*

E-mail: bgalim@yahoo.com ifahss@yahoo.com

ABSTRACT

The study examines the effects of manager's managerial skills on staff efficiency and effectiveness in organization. Recent evidence confirms that despite more than a decades scholarly available strategies of managerial skills to enhance staff efficiency and organizational effectiveness and productivity, many organizations in various countries currently experiencing managerial skills problems led to organizational under productivity and staff inefficiency and ineffectiveness. The total population of sixty (60) staff were used as data sources. Administration of self-designed questionnaire was also used to gather information. The data collected were subjected for appropriate statistical technique of Pearson Product Moment (PPM) (correlation coefficient r). The result obtained from the analysis showed that there existed a strong relationship between manager's managerial skills and staffs efficiency and effectiveness in organization. The study also emphasize the needs for managers to acquire basic skills approach such as technical, human, conceptual, diagnostics and communication skills through education, experience and mentor relationship. This paper further appeal for organizational manager's to learn the roles and functions necessary to practice for organizational success. On the basis of this finding, several recommendations were highlighted for further research.

Keywords: *Effects, Managerial, Skills, Staff, Efficiency, Effectiveness, Organization*

INTRODUCTION

The need for have effective managerial skills in organizations to accommodate myriad of issues in this present contemporary society cannot be over-emphasized. Thus, the business world is fast-paced and always forward bound. It is believed that every organization exists to achieve intended set goal and objectives. However, it is obvious that efficiency and effectiveness of any organizations depend on the effective application of the managerial skills of planning, organizing, coordinating, controlling, directing, problems solving, clarifying subordinates role, criticizing pressing subordinates, participating and time management. (See Fayol, 1925). Managerial skills are sets of qualities and attributes in the personality of managers that enable them to effectively manage the working of a firm. Good managerial skills can create a world of difference in the efficiency and performance of the organization (See Kamble, 2011). Management skills were described by Ross (1995) as behavioral, controllable, developable, interrelated and overlapping and sometime contradictory or paradoxical. He further said that management skills form the vehicle by which management strategy, practice, tools and techniques, personality skills, in other words, are the building blocks upon which effective management rests. On the other hand, management skills are the means by which manager's translate their own style, strategy, and favorite tools or

techniques into practice (Ross, Op.cit). According to Tichy, (1999) and Quinn, (2000) in Ross (Op.cit) reports that manager's or government leaders cannot be successful without critical knowledge of managerial skills.

In essence, according to Dhavale, (2011) management skills play a major role in the process of achieving the goals of the organization. Hence, every organization needs good manager endowed with great skills to achieve success. A qualified manager with exceptionally well management skills is also a key person to lead organization towards excellence. Essentially, Dhavale, sees management as an activities of handling organizations business processes so that all the objectives of the processes are met within the prescribed time frame. He said, to perform this task efficient and effectively, a manager with high managerial skills is required to accomplish the task successfully. An overwhelming body of evidence appears to highlight the important and vital roles of organizations management to demonstrate skills on employees efficiency and retention. Organizational scholars like Ajila and Abiola (2004); among others were of the opinion that ability of management to invest their managerial skills to train the staffs and provides them with necessary motivational incentives, appropriate working instruments and policies relevant to staff demands could ginger them to enhance their morale and commitment towards making the organizations more efficient and effective. Similarly, Sometip (1984) carried out a study on the perceived importance of managerial skills of educating administrators in public schools and post-secondary educational institutions. Factors analysis and multi-regression analysis were used to process the data. He identified four (4) managerial skills of educational administrators – job management skills, employee orientation skills, organizational skills and programme advancement skills. He concluded that educational administrative staff perceived that both management skills and employee orientation skills were important to their position (See Olarisade, 2011).

The researcher has found that most of the organizations are experiencing problems owing to the human dynamism and importance of relationship and addition with growing organizational complexity emanated from recent global economic crises globalization democracy and liberty occasioned by structural disorganization, information and technological expansion and increase volume of responsibilities and duties, as well as weak staff grooming pattern are conglomerated to have affected manager's managerial skills and organization productivity that made it difficult and complex tasks for government leaders and organizations manager's to effectively handle and practice their managerial functions to appreciably accommodate individual and group behavior to attain success. The above assertion on managerial phenomena has in recent times generated concern and attracts the interest of world organization professionals, government and private sector, employer and employees on what strategy to be taken to overcome the challenges confronting manager's operation skills and efficiency and organizational productivity. It was believed unfortunately that the global effects of managerial skills on staff efficiency was an inherent phenomena concomitant with predecessors and successor management to willfully waste resources and lack of sufficient skills of doing things, and decline to play important role in transforming their organization, but most of them have done mediocre job of cultivating the skills and attitudes

required to help employees become agents of change to strive hard to actualize or organizations dreams.

In the light of the managerial skills challenges that has been a serious threat to management functions and practice, staff efficiency and organizations productivity are some of the issues among others this study demonstrate concern. It was scholarly proven that an effective organizations manager with vast managerial skills could facilitate transformation to improve employee efficiency and achieve organizational set goals and objectives. Therefore, this paper is intended to examine whether or not there is relationship between managerial skills and staff efficiency in organization (dependent and independent of the subject). The researcher would highlight on the various key skills and strategies that examined by organizational management to improve staff efficiency to achieve success.

Objectives of the study:

To examine the intricacies associated with managerial skills and measures the dependent and independent relationship between managerial skills and staff efficiency and effectiveness in organizations.

- i. To suggests strategies on how to improve management skills and staff efficiency in organizations.

Hypothesis:

- i. That effective managerial skills is a functions of staffs efficiency in organizations.

Methodology

Research Design: The survey research design was used in this study. It involves using a self-designed questionnaire in collecting data from the respondents. This method was chosen in order to get adequate information and it is relatively economical in terms of time and resources.

Population: The study population was eighty (80) employees of a Borno State Government Parastatals and one Federal hospital. A sample of sixty (60) staffs from each of the two study areas identified was randomly presented with self design questions. The study used judgmental random sampling in order to maintain researcher wishes and accurate study and equal representation. The study information was sought with discrimination as to gender or demographic variables, but emphasis is much given to the senior staff. However, a total of sixty (60) questionnaires distributed were filled and returned.

Instruments: The instrument used in this study is a closed-ended questionnaire that was designed by the researchers. The questionnaire consists of many related questions which sought to collect information about the relationship between managerial skills and staff efficiency and intricacies surrounding the subject.

Reliability and Validity: In order to establish the reliability of this instrument, a pilot study was carried out on a sample of six (06) staff of another Ministry/department using a test-retest method. The result of the reliability test was (0.62) showing that the instrument is reliable. In confirming the validities of the instrument, face and content validities were ensured. The instrument was given to organizations experts for proper scrutiny and evolution.

Procedure: The respondents were given the questionnaire in their working milieu. Instruction on how to fill the questionnaire was given. Confidential treatment of information was also assured.

Results and Hypothesis Testing

This section concerns with statistical testing of the hypothesis advanced in this study and interpreting the results using Pearson Product Moment (Correlation Coefficient r).

Hypothesis I: There exists a relationship between managerial skills and staff efficiency and effectiveness in organization.

The Correlation r test value stood at (0.76) which is highly favorable to the research hypotheses. We therefore conclude that the result of the study is significant. Therefore, the hypothesis of the study advanced is accepted by the majority. Hence there is a positive relationship between effective managerial skills and staff efficiency and effectiveness in an organization. This implies that a manager, or leader's of any organization, institutions', government or public sector should intensifying training of middle level manager's to acquire appropriate and sufficient managerial skills advanced in this paper to enable them effectively manage the affairs of their respective organizations to achieve success.

FOUR SPECIFIC APPROACHES FOR MANAGERIAL SKILLS

Szilagyl, (Jr) (1981) identified the following managerial skills approach needed by all manager's to improve staff efficiency and achieve organizational objectives.

1. Technical skills
2. Human skills
3. Conceptual skills
4. Diagnostic skills

Technical Skills:

Technical knowledge is concerned with the ability to use tools, techniques, procedures, or approaches in a special manner is referred to as technical skills. In other words, managers or government leaders should have to get adequate knowledge and develop expertise of how to plan, organize the group and evaluate scientific performance of its staff or organization through education and learning activities.

Human Skills:

Human skills are required at all levels of management cadre in organization. It relates to the ability of a manager to select, motivate, work with, and lead employees, either individually or

in groups. Managements of an organizations needs to establish good and cordial relationship with its subordinates, and endeavours to understand what enhances their morale and commitment towards organizational goals. It's ability of work with other as a family members and application of wisdom to know how to structure communication and information flow networks, and the degree of direction they would be given to get work done.

Conceptual Skills:

This form of managerial skills and leaders of government should develop and relate to the ability to integrate and coordinate the organization's activities. In essence, it concerns with the ability to see the "total picture", how different parts of the organization fit together and depend on each other, and how a change in one part of the organization can cause a change in another part. This means that managements should learn conceptual skills to understand the complexities of the overall organizations, his ability to think in abstract, analyse work situation and his creature and innovative ability access the environment. In short, conceptual skills help manager's to analyse the environment, and organization, his own job and identify the opportunities to achieve organizational goals.

Diagnostic Skills;

Diagnostic skills involves the manager's ability to determine, and analyse the nature and circumstances of a particular condition. In other words, it is not only the ability to specify why something occurred, but also the ability to develop certain speculations in a what if situation. Manager's or leaders of government who have developed diagnostic skills have the ability to cut through unimportant aspects and quickly get to the heart of the problem. For examples, a manager with sufficient diagnostic knowledge can easily analyze the causes of employee turnover and takes decision to arrest the situation, or an anticipating change in consumer buying habits by a marketing manager. Diagnostic skills are probably the most difficult skills to develop because they require the proper blend of analytic ability with common sense and intelligence to be effective.

MECHANISMS OF ACQUIRING MANAGERIAL SKILLS

- (i) Education;
- (ii) Experience
- (iii)Mentor relationship

Education as a method to develop managerial skills involves the participation in undergraduate, graduate and continuing education programs. The fast growth masters in business administrations and organizational studies and executive development programs across the country are examples of the importance of being placed on education as a skill developer. Some individuals, however, argued that management courses neglect to teach people what they must do to become effective managers. Manager's success, according to Szilagyl (1981) will ultimately depend on his/her ability to anticipate problems and opportunities long before they arise.

“Experience is the best teacher” is an old saying that contains much truth for managerial success. Experience is a level of maturity, which is a philosophical attitude or belief about the individual at work. It is the ability to resist panic in crisis situations and replace it with rational and analytical reasoning; the ability to look beyond trivial matters to the cause of the problem; and a crucial managerial quality that comes from exposure to a variety of situations over a length of time.

Mentor relationships; is a longstanding activity in a management practice. It is a situation where a young manager learns a set of managerial skills from observation, working with, and relating to a more seasoned manager. The benefit of organizational mentorship is not only an opportunity to learn the business from an experienced manager (technical skills), but it also affords a learning experience on how to relate people (human skills), and how to approach various problems faced by the organization (conceptual and diagnostic skills). Mentor relationship however, involves an opportunity for managers of all level to acquire some career direction, and it is a mechanism to develop a personal philosophy of management and the invaluable quality of self-confidence in managerial ability to achieve organizational goals and objectives.

MECHANISMS OF MANAGERIAL ROLES IN ORGANIZATION

	ROLE	DESCRIPTION	EXAMPLES
1.	Interpersonal Roles * Figurehead * Leader * Liaison	Symbolic head: performs routine duties of a legal or social nature. Responsible for motivation of subordinates and for staffing and training. Maintains network of outside contacts to obtain favors and information	Greetings visitors; signing legal documents (university vice chancellor or polytechnic Rector signing Diploma’s): usually at executive manager level. Most activities involving subordinates: formal authority position. “Keeping in touch” with the external community through phone calls, meetings, etc.
2.	Informational Roles * Monitor * Disseminator	Seeks and receives information to obtain through understanding of organization and environment. Transmits information received from outsiders or insiders to other organization	Readings periodicals and reports, conversations, and other activities related to change in consumer activities, competitors, plans, etc.; Keeping one’s ear to the ground.

	* Spokesperson	members. Transmits information to outsiders on organization plans, policies action.	Formal reports, memos, or phone calls to other company managers regarding activities in the business or local community. Conversations with suppliers, customers, speeches to local group.
3.	Decisional Roles * Entrepreneur * Disturbance handler * Resource allocator * Negotiator	Initiate and supervises design of organizational improvement projects as opportunities arise. Responsible for corrective action when organization faces unexpected crises. Responsible for allocation of human, monetary, and materials resources. Responsible for representing the organization in bargaining and negotiations.	Realigning subordinate jobs and responsibilities new product or promotional ideas. Resolving employee conflicts; adjusting to strikes at suppliers; reacting to a bankrupt customer. Scheduling time for projects; awarding bonuses and pay rises. Negotiating shipping's rates and schedules with transportation companies; labour management contracts.

Adapted from Mintzberg, H. (1973) the nature of managerial work (New York: Harper and Row. In Szilagyl, A.D (Jr.) (1981) *Management Performance* University of Houston. Scott Foreman & Co. Glenview, Illinois, London, England.

PRINCIPLES OF ORGANIZATIONAL EFFICIENCY

Emerson, H. (1931) in his book titled: "the twelve principles of efficiency". He summed up six selected basic principles of efficient use of organizational resources to achieve managerial objectives.

- (1) Use of clearly defined jobs with the use of objective and fact-based analysis.
- (2) The need for standard operations, conditions of work and schedules.
- (3) The fair use of discipline.
- (4) The need for accurate records and job-related instructions.
- (5) The necessity of integrating all jobs into a whole.
- (6) Rewards for workers for performing jobs in an efficient manner.

SPECIFIC MANAGEMENT FUNCTIONS

Fayol, H. (1925) identified five major management functions to enhance managerial activities in an organizations.

- 1. Planning.** The activity that attempts to forecast future actions and directions of the firm. It is used to develop operating procedures and assists in the decision making process.
- 2. Organizing.** This management functions concerned with establishing the organization's structure of authority, responsibility, and tasks.
- 3. Commanding.** This relates to function of leading and concerned with direction of subordinates. It is also involves with concept of communication managerial behavior and rewards and punishment activities.
- 4. Coordinating.** This function concerns all activities and efforts needed to bind the organization together in order to achieve a common goal.
- 5. Controlling.** This function was concerned with the evaluation of organizational activities as they related to stated goals and plans.(Sziggyl (Jr.) 1981)

INDISPENSABLE MANAGEMENT SKILLS

Dhavale, G. (2011) listed the following items as indispensable for improving management skills to attain organizational objectives, if properly observes.

- Interpersonal skills
- Observational skill
- Analytical skills
- Team building skills
- Team building skills
- Organizing skills
- Decision making skills
- Technical skills
- Stress management skills
- Human resource management skills
- Presentation skills
- Problems solving skills
- Good negotiation skills
- Asset management skills
- Crises management skills.
- Understanding skills

(Buzzle.com, 2011).

FACTORS TO OVERCOME SO AS TO INFLUENCE EMPLOYEES TO BE EFFICIENT AND PRODUCTIVE

Kubica and Sara (2011) identified the following factors as managerial hindrance that manager's are expected to overcome in order to improve managerial skills and staff efficiency in organization.

- Fear
- Inability to develop real relationship
- Poor responsiveness.
- Overselling
- Quitting of no
- Perfectionism
- Over expressing personal belief
- Lack of focus
- Poor impression management
- Lack of gratitude.

IMPORTANT MANAGERIAL SKILLS FOR SUCCESSFUL LEADER

According to White (2009) for any organizational leader or managers to succeed, must develop the below managerial skills for effective management and success.

1. Observation
2. Monitor employee performance
3. Implementation of professional development programme
4. Demonstrate working knowledge and expertise
5. Good decision making
6. Ability to conduct and evaluate research. (Bronwyn, R. (2012).

DISCUSSION

The hypothesis advanced in this study which states that effective managerial skills is a function of staffs efficiency in organization, was highly accepted. This shows that an organizational manager with effective managerial skills has a significant influence on the staff efficiency. This inline with the position of Mintzberg, (1973) in Szilagyl, Jr. (*Op.cit*) who emphasized the needs for managers to develop a set of managerial skills and perform basic roles to achieve management excellence. According to him, the managers should acquire skills such as the technical, human, and conceptual and diagnostic as while, perform a managerial roles of interpersonal, informational and decisional in order to improve managerial skills to ensure success. Similarly, the findings of the study also concords with the work of Fayol (1925) in Szilagyl (Jr) (*Op.cit*) identified five basic management functions like planning, organizing, commanding, coordinating and controlling which according to Szilagyl (*Op.cit*) serve as a catalyst for organization managers to get things right and enhance their managerial skills to attain management objectives. Another study by Kamble, (2011) upheld the paper hypothesis that good managerial skills can create a world of difference in the efficiency and performance of the organization. Olayonu (1998) argues that managers or head of institutions personality type and their communication skills were significantly related to and could predict students or subordinates achievement, Kamble (*Op cit.*) also added that for managers to achieve managerial objectives, needs to inculcate in their personality so that they can guide organizations towards success.

Harman (1995) opined that communication and motivational skills have significant influence on principals administrative effectiveness in schools. In practical consistent to the paper hypothesis, Analoui, *et al* (2000) are of the opinion that found one of the biggest obstacles to a company's growth is the manager's lack of necessary skills. In support of Analoui *et al* (*Op-cit*) Katz's (1974) argues that effective management behaviour reflects technical skills, human skills, and conceptual skills in different degrees. He believed that in an enterprise manager of different levels are committed to work with different natures and responsibilities and require different management skills. Like Katz's, Mann (1965) conducted a series of studies to test the practical effectiveness of the managerial skills approach such as technical, conceptual and human skills. He provides empirical support that different amounts of the three skills categories are required at different levels within the organization and that the three skills are interrelated, so that all levels of management need some of each. The finding is also congruous with the contentions of Gugliemino's study (1978) survey a random sample of mid-level managers from fortune 500 companies, management professors in business schools, and training and development directors from fortune 500 companies. All three

groups identified technical, human and conceptual skills as important. Also, a mix of all three skills was reported as necessary at each level of management. (Pin, Hanmujtaba, Bahaudin, G. Jiegiang, Coa, 2012).

Jintao and Li (2004) in their submission, reflected the opinion of Szilagyl, Fayol, and Katz's that for management to achieve success, it must develop leadership and incentive skills; planning,, organizing, and coordination skills; decision and innovation skills. Managers, according to them achieve different performance levels using different management skills. Addendum to the scholars opinion on the effectiveness of managerial skills towards organizational efficiency. Clem and Mujtaba (2010) found that education and experience helped manager's acquire relevant skills, allowing them to perform their jobs effectively. Idogbo and Augustine (2011) revealed that manager's who received instruction in entrepreneurship education showed better use of management skills. Again, many scholars believe that good skills are necessary for managers to effectively carry out their work (Mujtaba, 2005; Katz's, 1994) they further said that ability by managers to effectively identifying and using management skills can also improve efficiency (Katz, 1974; Whetten and Cameron, 1983; Analoui, 1998; Peterson and Peterson, 2004, in Pin, *et al* 2012) without needed skills, manager's cannot effectively implement the planning, organizing, leading and control functions. In another development, Bhattacharya (2011) in support of the paper findings came up with eight basic managerial skills elements which according to him, if properly learned and translated could help managers to arrest organizational abnormalities and achieve organizational objectives. These elements includes, building a motivated workplace, what drives people, employees do it for themselves, show the people larger environment, make employees feel like partner, know your competition, nurture creative and innovative thinking. This implies that the identified elements re the key factors towards managerial effectiveness and achieve staff efficiency.

The findings of Bhattacharya, agrees with the works of (Cameron and Whetten, 1984; 1983; Kolb, 1984; Vance, 1993) that a five step learning model is most effective for helping individuals develop management skills. These models are, assessment of current levels of skills competency and knowledge of the behavioral principles, consists of the presentation of validated, scientifically based principles and guidelines for effective skills performance, an analysis step in which cases are made available in order to analyze behavioral principles in real organizational setting, help demonstrate how the behavioral guidelines can be adapted to different personal styles and circumstances, consists of practice exercise in which experimentation can occur and immediate feedback can be received in relatively safe environment, finally, is the application of the skills to a real life setting outside the classroom with follow up analysis of the relative success of that application. In a separate contribution, Cameron and Quinn, (2000) admits that for managers to have an effective management skills to manage organizations rationally and successfully, must be competent in clear skills adhocracy skills, market skills, and hierarchy skills. Another study carried out by Cameron and Tschirhart (1988) which reflected the position of this paper. This is because they argued that managers cannot be successful without a critical knowledge of managerial skills. This

means that an effective manager should demonstrate in paradoxical skills, be participant hand driving, both nurturing and competitive. They were able to be flexible and creative, while also being controlled, stable, and rational in their managerial activities (Quinn, 1988). The implication of this assertion subscribed the opinions of Fayol (*op-cit*) and Katz (*op-cit*) which emphasized the needs for managers to acquire sufficient knowledge and application of technical skills, human skills, conceptual skills, diagnostic skills and communication skills. (Fayol, 1925; Szilagyl, 1981; Katz, 1974).

CONCLUSION AND RECOMMENDATIONS

The findings of this paper conclude and recommend that a manager or head of any organizations with effective managerial skills could influence subordinates/staff to work efficiently towards achieving organizational set goals and objectives. It was discovered that there is a serious link between managers managerial skills and staff efficiency and organizational effectiveness. It is however, believed that organizations success or failure lies on the hands of managers or heads of an organization whose responsibilities of managing the entire affairs of the organization depend on him. Though no management of organizations can succeed without sufficient and multiple managerial knowledge and skills necessary to be successful manager or heads of an organization. Therefore, acquiring the basic skill ingredients such as technical skills, conceptual skills, human skills, diagnostic skills and communication skills, and other related scholarly managerial skills mechanisms and strategies identified in this paper, through continual education process, extensive exposure to varieties of organizational conditions and hopefully a relationship with an individuals who acts as a mentor. The study also strongly appeal for managers and other head of organization's as a matter of urgent important to master all the basic managerial roles and functions stated in this work so as to achieve organizational excellent. In view of that it should be agreed that a manager with vast and competent managerial skills can play a vital role to improve staff efficiency and guarantee maximum organization productivity and effectiveness.

REFERENCES

- Ajila, C. and Abiola, A. (2004). Influence of Rewards on Workers Performance in an Organization. *Journal of Social Science*. Vol. 8, No. 1. Pp. 7-12. Kambla – Raj. 2004.
- Analoui, F., Labba F. H., & Noorbakhsh, F. (2000) Identification of Clusters of Managerial Skills for Increased Effectiveness: The Case of the Steel Industry in Iran. *International Journal of Training and Development*, Vol. (4), Pp. 217-234.
- Bhattacharya, A. (2011) Eight Easy ways to Managerial Effectiveness – *What are effective managerial skills*. Cited at www.hrcrest.com>*Hr.Development*>*performance*.
- Cameron, K. S. and Tsurhart, M. (1988). "Managerial Competencies and Organizational Effectiveness". Working Paper, School of Business Administration, University of Michigan.
- Dhavale, G. (2011) in Buzzle.com (2012) Twenty five managerial skills. www.buzzles.com.
- Emerson, H. (1913) in Szilagyl (Jr) A.D (1981: 65). The Twelve Principles of Efficiency. New York: Engineering Magazines.

- Fayol, H. (1929). *General and Industrial Management*, trans J.A. Conbrough (Geneva; International Management Institutes. Cited in Szilagyi (Jr) (1981: 67) *Management and Performance*. Glenview, Illinois. London, England. Book Design.
- Guglielmino, P. J. (1978). Perceptions of Skills Needed by Mid-level Managers in Future and the Implication for continue Education: A Comparison of the perceptions of Mid-level Managers, Professors of Management, and Directors of Training. *Dissertation Abstracts International*. Vol (39), No. 3, P. 1260, A.
- Harman, J. T. (1995). Factors Affecting Principals Administrative Effectiveness in Niger State Post Primary Schools. Ph.D Dissertatation. Ilorin: University of Ilorin; in Olarisade, G.O. (2011) *Influence of Managerial Skills of Middle-level Manager on Organizational Effectiveness*, in Nigerian Colleges of Education. *SAVAP International Journal Vol. 1, Issues, 2. Sept. 2011.*
- Idogho, P.O., Augustine, B., & Ainabor, E. (2011). Entrepreneurship Education and Small-Scale Business Management Skill Development among Students of Auchi, Edo State, Nigeria. *International Journal of Business and Management*. Vol. 6. No. 3, Pp. 284-288.
- Jintao, S. and Li, W. (2004). Factor Analysis of Management Skills and An Empirical Study of its Effects to Company Performance. *Journal of Industries Engineering and Engineering Management*. Vol. 18, No. 1, Pp. 76-80.
- Kamble, R. R. (2011): Managerial Skills for Organizational Performance; An Analytical Study. *Indian Streams Research Journal*. Vol. 1, Issues 1. Feb. 2011. Pp. 23-27.
- Katz, R. L. (1974). "Skills of An Effective Administrator," *Harvard Business Review*, Vol. 52, No. 5. 90-102. [search.document.com/pot\(6\)/Robert,Dec,2012](http://search.document.com/pot(6)/Robert,Dec,2012).
- Kolb, D.A. (1984). *Experiential Learning: Experience as the Source of Learning and Development*. Eaglewood Cliffs, NJ: Prentice Hall.
- Kubica & Sara (2011). "*How to Influence of Employees to get things Done Correctly on Time without using Positional Authority*". Cited in <http://www.kubicaaforesconsulting.com/resources.php>. Accessed, December, 2012.
- Mann, F. C. (1965). Toward an Understanding of the Leadership Role in Formal Organization. *Leadership and Productivity*. Pp. 68-103.
- Mujtaba, B. G. (2010). *Workforce Diversity Management: Challenges, Competencies and Strategies* (2nd ed.) ILEAD Academy Publications: Florida, USA.
- Mintzberg, H. (1973). *The Nature of Managerial Work*. New York; Harper and Row.
- Olayonu, E. O. (1998). Relationship among Principals Personality types, their skills and academic achievement of secondary schools students in Nigeria. Ph.D Dissertation. Ilorin: University of Ilorin; in Olarisade, G.O. (2011) *Influence of Managerial Skills of Middle-level Manager on Organizational Effectiveness*, in Nigerian Colleges of Education. *SAVAP International Journal*. Vol. 1, Issues, 2. Sept. 2011.
- Peterson, T. O., & Person, C. M. (2004). From Felt Need to Actual Need: A Multi-Method, Multi-Sample Approach to needs Assessment. *Performance Improvement Quarterly*. Vol. 17, No. 1. Pp. 5-21.

- Pin, H. *et al* (2012). Management Skills Structure in Chinese Small and Medium Sized Enterprises. *SAM Advanced Management Journal*. Vol. 77, Issue, 1. Society for the Advancement of Management. www.questia.com>www.amazon.com/Boo84B3A86.
- Quinn, R. E. (2000). *Change the World*. San Francisco: Jossey-Bass.
- Ross, S. M. (2012) *Introduction to Developing Management Skills. The Critical Role of Management Skills*. Cited via webuser.bus.unichedulcameronk/pdfs.....
- Sometip, T. (1984). The Perceived Importance of Managerial Skills of Educational Administrators. *Dissertation Abstract International* 45, (a) 2723A – 2724A.
- Szilagyl (Jr) A.D (1981) *Management and Performance*. Scott, Foreman and Company University of Houston. Glenview, Illinois, London, England. Book Design: Mike Yazzolina.
- Tichy, N. M. (1999). *The Leadership Engine*. Cited in Ross S.M., Bronwyn, R. (2012) *Introduction to Developing Management Skills. The Critical Role of Management Skills*. Cited in webuser.busunichedu/cameronk/pdf.....
- Vance, C. M. (1993). *Mastering Management Education*. Newbury Park, CA: Sage.
- Whetten D. A. and Cameron, K. S. (1983). "Management Skill Training; A needed addition to the Curriculum" *Organizational Behavior Teaching Journal*, 8:10-15.
- White, B. (2009) in Bronwyn, R. (2012) "Grow your Organization". *Six Important Managerials Skills for Successful Leadership*. July, 30, 2009. Accessed.Dec,2012.groworganization.blogspot.com/2009/.