A STUDY ON IMPACT OF MANAGERIAL COMPETENCIES TOWARDS SELF-EFFICACY OF THE MIDDLE-LEVEL MANAGERS

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ABSTRACT

This paper attempts to explore impact of managerial competencies towards self-efficacy of the middle-level managers with special reference to selected private banks in Chennai. The researcher has chosen four selected banks in Chennai such as ICICI, Axis bank, HDFC and Kotak Mahindra banks for the study. The stratified random sampling method was used to collecting the data and 345 respondents have taken for the purpose of the study. The percentage analysis, independent t-test, regression analysis were used to analysis the data. The study proved that managerial competencies of middle-level managers have strongly influence the self-efficacy. It is found that among the various factor of managerial competencies, self-awareness of the middle-level managers have strongly influence the self-efficacy.

KEYWORDS: *Middle-Level Managers, Influence, Challenges, Self-Efficacy, Competencies*

INTRODUCTION

The competencies and self-efficacy of managers determines the implementing innovative ideas in the company. The specific competencies and self-efficacy play significant role in facing challenges in the competitive business environment. Managers must required specific skill in order to retain in the market. The manager who possesses self-efficacy able to face challenges tactfully which directly result in work performance. According to Stanford University psychologist Alfred Bandura, self-efficacy affects learning process and work performance in the workplace in five different ways. The person who have high self-efficacy take the challenging task as a goal, show consistent effort to learn and perform, also to attempt new and difficult task, recover easily from the setbacks and sustain physiological stress in the phase of more stressful condition.[1] Thus, there is a need to study the managerial competencies and self-efficacy of the managers who play vital role in facing various challenges in the workplace.

SCOPE OF THE STUDY

The study aims to know the managerial competencies, self-efficacy of the middle-level managers in the selected private sectors banks in Chennai and also to know the impact of managerial competencies on self-efficacy of the middle-level managers.

REVIEW OF LITERATURE

Lunenburg, F.C. (2011) the study explores on self-efficacy in the work setup. The study reveal that self efficacy influences the task that employees choose to learn and the goals that set for themselves and it also confirms the fact that self efficacy also influence the employee's degree of effort and persistence when learning difficult tasks.[2]

Norzailan, Z. et al. (2016) the paper explores the nature of strategic leader competencies and the learning methodologies that should be used to develop them. A model of strategic leadership competencies were formulated from review of the literature. The findings emphasized that the importance of incorporating deliberate practice, experience density, reflective learning and mentoring into strategic leadership development programs.[3]

Schynes, B. (2001) the study aims to find self efficacy as a characteristic of employees is associate to employee's ratings of leadership. The study identified that there is strongly significant association between leadership and occupational self-efficacy.[4]

Shippmann, J.S., et al. (2000) assert that managerial competences are relational which brings together distinct abilities of managers (deriving from combinations of attributes) and the tasks that need to be performed in a particular situation. Moreover, managerial competences are considered of 12 attributes prerequisite skills for intelligent performance in specific situations. Such competences need to be operationalised through activities, outcomes and criteria in order to be a basis for meaningful reflection. Further, it reflected through Leadership Skills.[5]

Tonidandel, S. et al. (2012) the paper explores the relative importance of four managerial skill dimensions such as technical skill, administrative skill, human skill and citizenship for predicting managerial effectiveness. Moreover, it extends whether the relative importance of these skill dimensions varies as a function of gender or organizational level. The study enrolled 733 managers for data analyses. The Moderated multiple regression and relative weight analysis were used to test the study's hypotheses. The results show that all four of the managerial skill dimensions were significantly important predictors of manager effectiveness.[6]

Wahab, A., Mahmood, R. & Bakar, B. S. (2015) the study intends to know about the relationship between managerial competency, self efficacy and performance of university leaders. The quantitative approach was adapted to analysis the data. The study was conducted with the leaders of public sector universities of Punjab, Pakistan. Data collection was made through questionnaires. The Partial Least Squares (PLS) techniques were used. The results proved that managerial competency and self efficacy is associated with performance.[7]

Wickramasinghea, V. & Zoyzab, N. D. (2009) the study investigate managerial competency needs to achieve successful job performance. The research conducted in telecommunication service provider. The survey carried with 198 managerial employees and the data analyzed using quantitative methodology. The finding revealed that training and development programmes have to be considered as one, among several, of the methods of addressing competency gaps. The study recommended that to identify recognized competency expertise and current and future competency gaps to be improved.[8]

Woolfolk, A. E. et al. (1990) specified that teachers who has low levels of self-efficacy in teaching prone to control their classroom through authoritative and strict rules, and may also employ a system of rewards or punishments in order to motivate their students in their performance.[9]

OBJECTIVES

- To study the impact of managerial competencies towards self-efficacy of the middle – level managers.

HYPOTHESIS

- The managerial competencies do not create impact on self-efficacy of the middle-level managers.

- There is no significant difference between male and female respondents with regards to managerial competencies and self-efficacy of the middle–level managers.

METHODOLOGY

The data comprises of two parts such as primary and secondary data. The primary data is devoted to gather opinion from the middle level managers in selected private sector banks. The data are collected from the private banks such as ICICI bank, HDFC bank, Kotak Mahindra and Axis bank. The researcher used stratified random sampling method for collecting data from 345 respondents. The secondary data was collected from the journals and websites.

Statistical Tools Used in the Study

Percentage analysis, Independent T-test and Multiple Regression analysis were used for analyzing the data.

Limitation

The samples are pertaining to selected four private sector banks in Chennai. The questionnaires were distributed only to middle-level managers in selected private banks in Chennai.

ANALYSIS AND INTERPRETATIONS

Regression Analysis

Regression analysis concerned with the derivation of an appropriate mathematical expression is derived for finding values of a dependent variable on the basis of independent variable. It is thus designed to examine the relationship of a variable Y to a set of other variables X_1, X_2, X_3…………X_n. the most commonly used linear equation in $Y = b_1 X_1 + b_2 X_2 + …… + b_n X_n + b_0$

Here Y is the dependent variable, which is to be found. X_1, X_2,… and X_n are the known variables with which predictions are to be made and b_1, b_2,….b_n are coefficient of the variables.

In this study, the dependent and Independent variables analysis are discussed as follows:

HYPOTHESIS

The managerial competencies of the middle-level managers do not create impact on self-efficacy of the middle-level managers of the selected private banks.

Dependent variable   : Self-Efficacy (Y)

Independent variables   : Management Goals and actions (X_1)

Analytical skills (X_2)

Self-Awareness (X_3)

Self-Management (X_4)

Social Awareness (X_5)

Relationship Management (X_6)

Multiple R value   : 0.851

R Square value   : 0.725

F-value   : 148.274

P-value   : 0.000**

Variables in the Multiple Regression Analysis

Table 1

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.579	0.204	-	7.757	0.000**
Overall Goals and actions of Management	0.092	0.029	0.096	3.226	0.001**
Overall Analytical Skills	0.111	0.029	0.114	3.825	0.000**
Overall Self-awareness	0.782	0.039	0.756	20.033	0.000**
Overall Self-management	0.132	0.035	0.136	3.781	0.000**
Overall Social Awareness	0.106	0.038	0.101	2.778	0.006**
Overall Relationship Management	0.114	0.031	0.112	3.709	0.000**

Source: Computed from primary survey

*Note: **denotes 1% level of significance*

The multiple correlation coefficient is 0.851 measures the degree of relationship between the actual values and the predicted values. Because, the predicted values are obtained as a linear combination of Management Goals and Actions (X_1), Analytical skills (X_2), Self-Awareness (X_3), Self-Management (X_4), Social Awareness (X_5) and Relationship Management (X_6) the coefficient value of 0.851 indicates that the relationship between self-efficacy and the six independent variables is quite strong and positive.

The Coefficient of Determination R-square measures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression equation. Thus, the value of R square is 0.725 simply means that about 72.5**%** of the variation in self-efficacy is explained by the estimated SRP that uses management goals and actions, analytical skills, self-awareness, self-management, social awareness, relationship management and self-efficacy as the independent variables and R square value is significant at 1% level.

The multiple regression equation is

$Y = 1.579 + 0.092 X_1 + 0.111 X_2 + 0.782 X_3 + 0.132 X_4 + 0.106 X_5 + 0.114 X_6$

Here the coefficient of X_1 is 0.092 represents the partial effect of management goals and actions, as constant. The estimated positive sign implies that such effect is positive that management goals and actions would increase by 0.092 for every unit increase and this coefficient value is significant at 1% level. The coefficient of X_2 is 0.111 represents the effect on self-efficacy. The estimated positive sign implies that such effect is positive that would increase by 0.111 for every unit increase and this coefficient value is significant at 1% level.

The co-efficient of X_3 self-awareness significantly influence the self-efficacy and significant at 1% level. It is concluded that the factor self-awareness influence towards the self-efficacy. The co-efficient of X_4 self-management significantly influence towards the self-efficacy and the co-efficient of X_5 social awareness significantly influence towards the self-efficacy. The co-efficient of X_6 relationship management significantly influence towards the self-efficacy. The study found that among the various factor of managerial competencies, self-awareness of the middle-level managers have strongly influence towards the self-efficacy. The study shows that managerial competencies have strongly influences the self-efficacy of the middle-level managers.

NULL HYPOTHESIS

There is no significant difference between male and female respondents with regards to managerial competencies, self-efficacy among the middle-level managers of selected private banks in Chennai.

**Table 2: Independent T–Test for Male and Female Category Towards the
Managerial Competencies, Self-Efficacy and Implementing Innovation**

Factors	Gender	N	Mean	Std. Deviation	T-value	P-value
Overall Goals and actions of Management	Male	227	3.27	.827	2.708	0.007**
	Female	118	3.02	.797		
Overall Analytical Skills	Male	227	3.18	.393	-3.394	0.001**
	Female	118	3.36	.618		
Overall Self-awareness	Male	227	3.24	.736	-2.637	0.009**
	Female	118	3.46	.689		
Overall Self-management	Male	227	3.38	.675	2.263	0.024*
	Female	118	3.21	.635		
Overall Social Awareness	Male	227	3.07	.812	2.672	0.008**
	Female	118	2.82	.778		
Overall Relationship Management	Male	227	3.33	.821	-.320	0.749
	Female	118	3.37	.845		
Overall Self-efficacy	Male	227	3.35	.501	3.086	0.002**
	Female	118	3.17	.518		

Source: *Computed from primary survey*

Note: ***denotes 1% level of significance, *denotes 5% level of significance*

The table shows the results of Independent t–test for male and female category towards the managerial competencies among the middle-level managers of selected private banks in Chennai. It identified that the factors of overall goals and actions of management, overall analytical skills, overall self-awareness, overall social awareness, and overall self-efficacy p-values are less than 0.01. Therefore, the null hypothesis rejected at 1% level of significance. Hence, it revealed that there is significant difference between male and female respondent's opinion with respect to following factors such as overall goals and actions of management, overall analytical skills, overall self-awareness, overall social awareness and overall self-efficacy. The factor of overall self-management p-values are less than 0.05. Hence, the null

hypothesis rejected at 5% level of significance. It concluded that there is significant difference between male and female respondent's opinion with respect to the factors of overall self-management.The factors of overall relationship management are greater than 0.05. Therefore, the null hypothesis accepted at 5% level of significance. So, it concluded that there is no significance difference between male and female respondents with respect to relationship management among the middle-level managers of selected private sectors banks in Chennai.

FINDINGS AND CONCLUSIONS

- The study found that 65.8% of the respondents are male and 34.2% of the respondents are female from the total respondents of 345.

- The study established that 25.2% of the respondents are from the age group of below 30 years and 30.4 % are from the age group of 31-35 yrs, 17% of the respondents are from the age group of 36-40 years, 12.5% of the respondents are from the age group of 41-45 years, 8.4% of the respondents are from the age group of 46-50 and 6.4% of the respondents are from the age group of above 50 years.

- The study originated that 25.8% of the respondents are from ICICI bank, 25.2% of the respondents are from HDFC bank, 24.9% of the respondents are from Axis bank and 24.1% of the respondents are from Kotak Mahindra Bank. It reveals that nearly equal responses are received from the selected private sector banks

- It is noted from the study that 66.4% of the respondents are married and 33.6% of the respondents are single from the total respondent of 345.

- Regarding educational qualification of the respondents 35.9% of the respondents are post graduates, 33% of the respondents are under graduates and 31% of the respondents are professionals.

- Independent t-test result show that there is significant difference between male and female respondent's opinion with respect to following factors such as overall goals and actions of management, overall analytical skills, overall self-awareness, overall social awareness and overall self-efficacy

- Independent t-test analysis shows that there is significant difference between male and female respondent's opinion with respect to factors of overall self-management.

- Independent t –test inferred that there is no significant difference between male and female respondents with respect to relationship management among the middle-level managers of selected private sectors banks in Chennai.

- The regression analysis shows that managerial competencies of the middle-level managers have strongly influence the self-efficacy of the middle-level managers.

- The study found that among the various factor of managerial competencies, self-awareness of the middle-level managers have strongly influence the self-efficacy

It concluded that middle-level managers are having high level of managerial competencies and high sense of self-efficacy. The study also shows that managerial competencies of middle-level managers have strongly influences the self-efficacy of the middle-level managers. Hence, the competencies and self-efficacy of middle-level managers places

important role in facing challenges in their respective field. So, the study recommended that banking sector should give importance to improve managerial competencies of the employee through providing proper training, mastery in their field in order to sustain in the competitive business world.

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