Significance of High Human Skills in the Success of an Organization

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ABSTRACT: This paper aims to examine the importance of having high human skills in the success of an organization in terms of employees' retention and performance productivity. It will include a study on how the managers succeed in maintaining the effectiveness of its workforce. The examination has been conducted on selected organizations in the Philippines (represented by Marulas, Karuhatan, and General T. De Leon, Valenzuela City, Philippines). Respondents include the Middle level and First-line managers through questionnaires and a structured interview. A sample of 10 organizations was grouped according to the nature of the business industry (Academic Institutions, Banks, and Food Industries) within the locality of Marulas, Karuhatan, and General T. De Leon, Valenzuela City. Using Descriptive Statistics, data were analyzed to show the linkage of the Middle level and First-line managers' Human skills to an organization's success.

Keywords: Human skills, success, employees' retention, performance productivity

1 INTRODUCTION

An organization's success can be attributed to its ability to hold on to people who are deemed significant in their business operations. Nowadays, companies do not only consider the hard skill of their employees, which is a skill that is specific to the job and required so that they can perform the tasks effectively but also consider the soft skill of workforces. Soft skills are human or people skills that include communication, teamwork, and adaptability.

In today's workplace, a good communication skill between the Middle level and First-level managers to their respective subordinates is essential for effective functioning in an organization. Learning to communicate properly will create an enthusiastic work environment and avoid misunderstanding among the employees and their immediate managers. Furthermore, teamwork is a human skill that manifests the manager's ability to work with a group of people to attain a shared outcome effectively. It includes listening to other members of the team, taking everyone's ideas, and sharing responsibility. On the other hand, adaptability is a human skill that refers to the manager's capability to adjust to any situation and work with different kinds of people coming from different cultures.

This paper aims to determine how significant the high human skills of the Middle level and First-line managers in the success of an organization in terms of retaining essential employees and their work performance productivity. It is essential to identify the people skills of an appointed Middle level and First-line managers as this will inevitably affect the longevity of service of the rank and file employees. More often than not, employees stay longer for their job not only because of the financial gain that they receive and the stability of the company where they are employed but also how their direct employers value them. The so-called "millennial workforce" can quickly drop a job once they feel that they are not happy anymore with their employers.

This study investigates the significance of high human skills in the success of an organization in the selected organizations in Marulas, Karuhatan and Gen. T. De Leon, Valenzuela City. Specifically, it seeks to answer the following questions: (1). What describes the demographics (age, gender, civil status) and professional profile (a type of employment, position) of the study subjects? And, (2). What characterizes the subjects' response to several attributes relating to human skills?

Nowadays, trends in business organizations are catching up with today's' technology, and as such,

their workforce must be exposed to these changes. However, due to people's having different skills, managers must be competent in handling rank and file employees with diverse cultures, backgrounds, and interests.

Management gurus, namely Robert Owen (1700s), Hugo Munsterberg (1900s), Mary Parker Follet (1900s), and Chester Barnard (1930s), were early advocates of organizational behavior who have deemed that people are the most important asset of any organization.

Hersey-Blanchard situational leadership theory is one theoretical framework that describes, classifies, and analyzes the strengths of a manager. Accordingly, there is no single leadership style that is better than another. This model advocates that leaders adjust their styles to their followers and abilities. Successful leadership is both task-relevant and relationship-relevant.

Katz (1955) became prominent in his Skills Theory of Leadership when he published his paper entitled "Skills of an Effective Administrator" in the Harvard Business Review. He identified three (3) management skills that a manager should have in order to become effective, namely: *Technical Skill* - As defined by Katz (1955), 'Technical skill is knowledge about and proficiency in a specific type of work or activity. It includes competencies in a specialized area, analytical ability, and the ability to use appropriate tools and techniques. It plays an important role in generating actual products a company is intended to produce. An adequate technical skill denotes that the individual is an expert and knowledgeable to do his assigned task. *Human Skill* – It refers to the ability to work with people. It is also known as human skills in which the manager/leader is an expert in interacting with others that will motivate the successful accomplishment of the job at hand. Such skills will facilitate the manager/leader to work effectively with his subordinates, peers, and even to his superiors. Thus, the manager having higher levels of human skills is more likely to adapt his own ideas with that of his people's ideas. He tends to be more sensitive and cares about what can motivate his subordinates to be more productive and effective in their respective jobs. Some forms of interpersonal or human skills are cooperativeness, empathy, and respect. Indeed, this skill will enable the manager to make use of human potential in the organization and motivate the employees for better results. *Conceptual Skill* – The skill refers to the knowledge or ability of a manager to see an organization as a whole. The

manager having this skill can predict the future of the business or department. Conceptual skills are vital for top managers, less critical for mid-level managers, and not required for First-line managers.

With the above mentioned three management skills, human skill is considered to be essential to all types of managers (i.e., Top, Middle level, and First-line managers). Human skill is predominantly concerned with working with people and manifested on how the individual recognizes the perceptions of his superiors, colleagues of equal ranks, and subordinates. Accordingly, people have highly developed human skill is aware of their own attitudes, assumptions, and beliefs about other individuals and groups. Considering the reality that others have different viewpoints, perceptions, and beliefs that are not the same from his own, the manager is capable of understanding what others really mean by their words and behavior. Likewise, such managers create an atmosphere of approval and security in which subordinates can express themselves freely without having a fear of being ridiculed or criticized.

There are three levels of management that can be found within an organization, to wit: Top level, Middle level and low level management. In this study, the focus was on the Middle-level and a Lower-level/First-line manager as it is deemed that they play a significant role in maintaining efficient and effective employees in the organization. Both affect the day-to-day operation of the business that undoubtedly affects the work performance of the operating employees.

Employee retention refers to the ability of an organization to retain its employees. Hiring the best employees will always be the ultimate goal of a company, but retaining them with the organization – making it hard for them to leave or transfer is another story. Manpower, being the most important among management resources, should be taken handled with care and compassion as they are considered the lifeline of an organization.

The following are some factors why employees leave an organization: (1). Low employee morale – when an employee does not feel satisfied with his job, which may be due to some factors like having an unfavorable attitude towards his work, the company, work environment, and even to his superiors. (2). Lack of career development – when employees lack proper training and are not given development programs that hinder their career growth, and their skills become limited with time making them lose their interest in what they do.

(3). Poor employee-manager relationship – this work relationship between employee and his manager is so crucial because employees normally long for good relationships at work. The manager should have an interpersonal connection with his employees. With today's generation, a good salary and benefits may not keep employees engaged and happy if they cannot tolerate their manager's personality. Failure of the latter to form a good work relationship will lead to high employee turnover. As such, this would be very costly on the part of the organization. And (4), Lack of support with work-life balance – employees now prioritize work-life balance as one of the basis of their decision to stay in the organization. Flexible work schedules are becoming popular nowadays as these allow them to take care of both their personal and professional lives.

Employee performance is a mixture of tangible and intangible factors, and it includes communication, punctuality, willingness to collaborate as well as their general attitude at work. As the senior managers and executives set expectations and standards concerning employee performance, such expectations formed the employee experience and affected the performance. While performance and productivity are two different words, they are very interconnected. By monitoring employee performance, it is possible to influence and improve employee's productivity.

2. RESEARCH METHODS

For this study, the proponent decided to use Qualitative Research Design and Quantitative Techniques.

3. RESULT AND DISCUSSION

This chapter discusses the results of the survey answered by 50 respondents in the said locale of the study.

From table 1. the average weighted mean computed for team player is 4.4, with the equivalent value indicator of AGREE. This clearly indicates that respondents indeed encourage the involvement of their team members in planning, considering that collaborative effort of the group is essential in order to achieve the organization's common goal or to complete the tasks in the most effective and efficient way.

Table 1. Statistic Results

Indicator	WM	VI
1. I encourage the involvement of team members in planning.	4.4	Agree
2. I treat my employees as if we are one big happy family.	4.32	Agree
3. I inform my team members of what has to be done and how to do it.	4.3	Agree
4. I empower my staff by delegating a task that can challenge their capabilities.	4.34	Agree
5. I am tactful enough whenever I correct my staff's mistakes – making sure they will not get offended.	4.6	Strongly Agree
6. I look at errors of my subordinates with the understanding that sometimes mistakes happen and without malice or signs of incompetence.	4.06	Agree
7. Organizational success is a result of having good products offered combined with correct marketing strategies.	4.12	Agree
8. I believed that autocratic leadership would ensure success in business.	3.46	NEITHER AGREE NOR DISAGREE
9. Subordinates must be trained to handle other activities/responsibilities in the office.	4.12	Agree
10. Subordinates must be required to attend seminars on job enhancement.	4.18	Agree
11. First-line managers must be required to attend seminars/training pertaining to the job of a middle-level manager.	4.06	Agree
12. In dealing with subordinates, I can separate my personal and professional activities.	4.08	Agree
13. Incentives are given to employees with exceptional performance.	4.1	Agree
14. Disciplinary action is given to employees who consistently or repeatedly fail to deliver targets/goals assigned to them.	4.02	Agree
15. I encouraged my employees to finish their job within the regular office hour.	4.06	Agree
16. Performances of subordinates are influenced by the leadership style of the manager.	4.08	Agree
17. In decision making, I accept inputs from my subordinates.	4.12	Agree
18. I tolerate my subordinates to commit mistakes to a certain degree.	3.58	NEITHER AGREE NOR DISAGREE
19. I can negotiate the needs of the employees with higher management.	3.92	Agree
20. I seek to determine the reasons why there is a sudden decrease in work productivity of a particular employee under my supervision.	4.12	Agree

The average weighted mean for relationship building is 4.32, with the equivalent value indicator of AGREE. This clearly connotes that employees are being treated as if they are members of a family. It is important because businesses should understand the importance of social dynamics in the workplace to be able to build a solid foundation to successfully engage the employees towards the achievement of the company's goals and objectives.

The average weighted mean for clear communication is 4.3, with the equivalent value indicator of AGREE. This clearly presents that team members should be informed of what to be done and how to do it. It is very relevant to an organization because it allows the company to be more productive and operate effectively. It can likewise increase the morale, productivity, and commitment of the employees if there is a clear communication chain up and down in an organization.

The average weighted mean for employee empowerment is 4.34, with the equivalent value indicator of AGREE. This clearly indicates that delegating tasks upon the staff does not only challenge their capabilities but likewise helps empower team members with decision making authority and responsibility for the organization to be more quicker in solving problems and exploiting opportunities.

The average weighted mean for tactfulness is 4.6, with an equivalent value indicator of STRONGLY AGREE. This clearly connotes that managers should be tactful in correcting their staff's mistakes by not offending them. Managers should exercise a tactful approach to show not only his character but likewise his/her maturity, professionalism, and integrity. Being tact does not only demonstrate good manners but also help avoid conflict with team members.

The average weighted mean for performance appreciation is 4.06, with an equivalent value indicator of AGREE. This speaks of the ability of the managers to empathize with their team members that sometimes mistakes happen without malice or sign of incompetence. This will only show that the managers have a deep respect for co-workers and show that he/she cares, as opposed to just going by the rules and regulations. Empathy is deemed a powerful tool by a well-respected manager.

The average weighted mean for adaptability is 4.12, with an equivalent value indicator of AGREE. This narrates only that good products are combined with correct marketing strategies to achieve organizational success. Adaptability in the workplace is when an employee can be flexible and have the ability to adapt to changing work conditions. An adaptable employee can either work independently or with a team. Working in a group is helpful for the team members to brainstorm for ideas or to create excellent products.

The average weighted mean for authoritarian control is 3.46, with an equivalent value indicator of NEITHER AGREE NOR DISAGREE. This indicates that most of the respondents neither agree nor disagree on the fact that autocratic leadership dictates policies, decides what goals are to be achieved and directs and controls all activities without any regard on the meaningful participation by his subordinates. There is a clear dividing line between the leader and the followers.

The average weighted mean for multitasking orientation is 4.12, with an equivalent value indicator of AGREE. This clearly connotes that subordinates must be trained to handle other activities/responsibilities in the office for the latter to achieve more goals and to experience more activities but, of course, without physically taxing the team members or without diminishing their productivity or increase the commission of errors in performing their tasks.

The average weighted mean for employee growth oriented is 4.18, with an equivalent value indicator of AGREE. This shows that respondents believed that subordinates must be required to attend seminars on job enhancement in order for them to further improve their skills and be updated and better learn how to handle their responsibilities, and become more acquainted with the existing business operations.

The average weighted mean for employee development oriented is 4.06, with an equivalent value indicator of AGREE. This clearly shows that First-line managers must be required to attend seminars/training programs pertaining to the job of a middle-level manager, not only for promotional purposes but likewise to improve their own management skills and to enable them to oversee their respective areas/departments better. Training will also teach much more vital skills needed to keep their team members productive, motivated, and committed to the company.

The average weighted mean for professionalism is 4.08, with an equivalent value indicator of AGREE. This connotes that managers should separate their personal and professional activities in dealing with their subordinates. This would show how to demonstrate respect clearly and how they conduct and relate themselves with other people

within the assigned profession to achieve all their goals along with the organizational goals.

The average weighted mean for employee work recognition is 4.1, with an equivalent value indicator of AGREE. This shows that incentives should be given to employees with exceptional performance. This not only shows that the managers recognize the team members' work but also appreciate the efforts that the latter puts in day after day. The success of the business and the organization's rewards and awards also motivate the team members to continue with the same passion.

The average weighted mean for policy implementor is 4.02, with an equivalent value indicator of AGREE. This clearly indicates that disciplinary actions are only given to employees who repeatedly fail to deliver their targets or goals. Managers and organizations adapt discipline because they want to identify and eliminate problem employees and protect their investments in their employees.

The average weighted mean for time management skills is 4.06, with an equivalent value indicator of AGREE. This is a connotation that employees should finish their job within regular office hours, be more creative, and proactive to accomplish the keep goals of the organization ultimately as well as to maintain a work-life balance further.

The average weighted mean for leadership influence is 4.08, with an equivalent value indicator of AGREE. This indicates that the performances of the subordinates are influenced by the leadership style of the manager. This only speaks that good leaders motivate their team members. Motivated employees do not only increase their job performance and commitment within an organization but also go beyond the job requirements, thus increasing the organization's general performance and making it more profitable.

The average weighted mean for accept constructive feedback is 4.12, with an equivalent value indicator of AGREE. This only proves that in decision-making, managers accept the inputs from their subordinates because the outcomes from the decisions made can greatly affect both the company's health and of its employees. Therefore, bringing employees on board when making decisions about the company's future helps strengthen the manager's relationship with each employee. This inculcates a sense of respect that the employees voice out their opinions.

The average weighted mean for leniency is 3.58, with an equivalent value indicator of NEITHER AGREE NOR DISAGREE. This is an indi-

cation that managers neither agree nor disagree on tolerating their subordinates to commit mistakes to a certain degree. Correcting mistakes can affect the degree of employee's fear and their level of concern when they make an error. Correction by the leaders leads to improved performance or results or to get an employee on track with a defined process, rule, or policy. For an 8-hour day manager, they should engage in practice corrections by pointing out to their team members both what is being done well and areas to improve.

The average weighted mean for management employee negotiator is 3.92, with an equivalent value indicator of AGREE. Managers agree that it is their responsibility to negotiate the needs of the employees with the higher management for purposes of building and growing mutually beneficial relationships with the team members. Employees have their own interests, needs, and motivations besides their goals for the organization. The manager should help their team members to get what they want personally and professionally.

The average weighted mean for critical thingking and problem solving is 4.12, with an equivalent value indicator of AGREE. This shows that managers should determine the reasons why there is a sudden decrease in work productivity of a particular employee under his supervision. Managers should be able to obtain such knowledge, facts, and data to effectively solve problems, not to have an immediate answer but to assess the problem further and find a solution to prevent any further damage to the organization.

4. CONCLUSION

Based on the foregoing discussion, the study revealed that, generally, tactfulness is an interpersonal trait that most of the respondents strongly agreed. Managers should be diplomatic whenever an employee committed mistakes. The ability to be in control of one's emotions proves his maturity and professionalism. Furthermore, it manifests the manager's ethical behavior and helps him to maintain harmonious and professional work relationship with his team members. Besides, most of the respondents neither agree nor disagree on using autocratic leadership in handling employees. They believed that such a leadership style would depend on the type of employees. Highly motivated employees will never be responsive to an autocratic leader. Moreover, the respondents also neither agree nor disagree that Leniency or tolerating subordinates to commit mistakes at a certain degree is

a good trait. The respondents deemed that correcting mistakes can create a big impact on employee's fear and level of concern whenever an error is made. Accuracy of reports will always be significant, and the employee's efficiency and effectiveness can attribute to the organization's success.

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