



Business Economics and Management 2015 Conference, BEM2015

## Social Skills as an Important Pillar of Managerial Success

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### Abstract

The aim of our study is to highlight the fact, that the level of expertise and professional skills is only the starting point of the success in managerial work. However, expertise, knowledge and experience have an indispensable role, this is not enough to achieve excellence in the managerial work. There are also important other personal characteristics of the manager. On this basis we have carried out research, in which we investigated the relation between the degree of social skills among selected agro-managers and their position in the hierarchy of control. To assess the level of social skills we used the Social Skills Inventory by Riggio. There was proven connection among social skills and managerial positions and thus it can imply that social skills influence the success in the managerial position and in the career growth of the manager. We proved that successful managers (top level management) achieved high score in the SSI questionnaire.

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Peer-review under responsibility of the Organizing Committee of BEM2015

*Keywords:* manager; social skills; emotional intelligence; social skills inventory (SSI);

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### 1. Introduction

Management is recently undergoing many significant changes. Development of production, productivity and achievement of the state when the supply begins to exceed demands is setting on a radical changes at world markets. The impact of globalization of world economy has been growing rapidly. When companies want to be competitive in the current turbulent business environment, they must monitor not only the external environment and respond to it appropriately, but also to mobilize the full potential of the internal environment. In order to be a permanently successful manager, they must take every opportunity to so-called hard but also to soft factors. Throughout this

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complex process a crucial role can play social skills of managers. Many empirical researches described in the literature indicate that managers spend up to 70% of their time in interaction and communication with other people. Without communication, empathy, assertiveness, ability to motivate, to listen and other social skills, management of human resources cannot be sufficiently effective. Managers come into contact not only with subordinates, co-workers and colleagues, but also with the representatives of other groups, enterprises and the public. Even this fact puts on their work increased demands.

Currently different terminology stands for the term social skills in the literature. There can be found terms like social competence, interpersonal competence, soft skills, interpersonal transferable skills etc. In the last years are being social skills connected with other terms – so-called emotional (EQ) or social intelligence (SQ) (e.g. in the works of Ahmetoglu, Leutner, Chamorro-Premuzic, 2011; Farh, C. C., Seo, Tesluk, 2012; Goleman, 2011). These are the terms that are above the mentioned skills and give them an appropriate dimension. Their examination was conditioned by the fact, that even individual with high intelligence (IQ) can fail in the areas where the important role has interpersonal skills.

The aim of our study is to highlight the fact, that the level of expertise and professional skills is only the starting point of success in managerial work and very important are other personal characteristics of managers which are labeled as social skills. In the study are presented some definitions, theoretical background and selected results of surveys on the theme according to various authors. Further are briefly presented results of our empirical research on relation between social skills and level of managerial work. In the research in the year 2014 were examined social skills of fifty selected agro-managers at different levels of management. As the methodology was used Social skills inventory by Riggio and Carney (2007).

## 2. Material and Methods

According to Goleman (2011) when comparing the values of IQ with the success in professional career, there has been proved the maximum dependence of 22%. According to the author, companies all over the world in the processes of recruitment, career rise and development already naturally take into account the emotional intelligence of their current and future employees. As the author further states, Johnson & Johnson Company found out in their divisions all around the world the following fact. People, who were in their mid-career identified as people with strong leadership potential, have much higher emotional intelligence than their less prospective colleagues. Also Pletzer (2009) states, that companies that work with the concept of emotional intelligence are commercially more successful than enterprises which to these skills of their employees do not pay attention. According Bradberry and Greaves (2006), emotional intelligence is involved in the overall sixty percent of the success in all types of work. Mentioned researchers further found that from all of the surveyed high performance managers, ninety percent of them had also high score in emotional intelligence. On the other hand, only twenty percent of those who have worked insufficient had a high emotional intelligence. Bradberry and Greaves (2006) also note that the skills of emotional intelligence are applied especially in leadership, in teamwork and customer services. They state that such different organizations such as L'Oreal and US Force saved millions of dollars by introducing programs aimed at enhancing emotional intelligence.

Wilding (2010) in relation to managerial success quotes The American Institute for Creation Leadership Centre and describes the lack of emotional intelligence as a primary reason for the negative turning point in the career of the top managers. According to the author's research on staff of insurance companies and IT vendors, those who had developed skills in emotional intelligence, had about ninety percent greater chance to complete their training and to double their sales commission.

According to Wilding (2010) employee with high emotional intelligence is able to:

- Manage their own emotions,
- Effectively communicate with others,
- Well adapt to changes,
- Quickly and adequately solve problems,
- Use humor to improve mutual trust and understanding in stressful situations.
- These employers or employees are also:
- Open and understanding,

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