



## MANAGERIAL EFFECTIVENESS IN THE TOURISM INDUSTRY IN JAMMU

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**Ms. Suvidha Khanna**

*UGC-JRF - Centre for Hospitality &  
Tourism Management University of  
Jammu – Jammu (J&K) 180 006*

### **Introduction**

Managerial effectiveness is a complex and multifaceted phenomenon. It can be considered on the basis of organizational jobs performed by the individual managers. Managerial effectiveness reflects the smooth working operations over a period of time, obtained within the laid parameters of cost, time and productivity. In fact, effectiveness actually focuses on generating revenues, creating new markets and launching new products. From the organizational standpoint, managerial effectiveness can be seen as the degree to which the management achieves the organizational goals, with in its environmental constraints or other uncontrollable and unpredictable factors. In simple terms, managerial effectiveness is the yardstick through which one can measure the efficiency of an organization which depends upon the ability of the organizations to face and handle varied problems successfully.

But in order to predict, develop or nurture managerial effectiveness, it should be a definable and measurable phenomenon though managerial effectiveness is difficult to define but a number of researchers have defined the concept from different point of views.

Mintzberg (1973) has suggested that manager's jobs are remarkably similar and that the work of all managers can be usually be described by common set of behaviors of roles and thus they are effective in different ways at different times depending on the combination of different roles at each level.

Then Dayal (1984) has identified four important factors of managerial effectiveness. There is a clear understanding of the mission, shared organizational values, concern for customers and concern for developing the capabilities of employees.

Misumi (1989) and Peterson (1985) have defined the ideal manager's role in terms of both performance and maintenance orientations, namely, leading towards goal attainment and preserves its social stability.

Das (1987) has identified the characteristics of efficient branch managers, setting an example of personal qualities, job knowledge and business acumen and HR-management ability.

Balaraman's study (1989) attempts to determine the relationship between certain personal characteristics of an individual manager and his effectiveness.

According to Nwachuku (1989), an appropriate skill mix in the managers appears necessary in order to meet the instability in organizational demand. At lower levels of management, technical skill is most important; at middle management level process skills are most essential, whereas at senior level conceptual skill is most relevant.

Das (1991) in a study has pointed out that management as practiced in India is almost indistinguishable from the larger social role of the manager and training in leadership and interpersonal skills may be even more critical for managers operating in countries like India. This claim can be further strengthened in service industry working primarily on human factor. Even Tourism industry having many special characteristics-intangibility, perish ability, variability and separability, it requires more effectiveness on the part of the managers. In this industry, the role of the managers becomes more proactive and creative as compared to other industries. The job of a manager in tourism, demands a mixture of many types of skills. Thus a need was felt to study the managerial effectiveness in tourism industry.

## **Literature Review**

Pathak. R.D., Dhamani A.N., and Pestonjee D.M had made a research to study the relationship of managerial effectiveness with motivational climate and leadership effectiveness. The research indicated that the managers have given the first three ranks to: competence and responsible, good work ethics, and work quality. The findings also suggested that an effective manager is likely to be an effective leader but an effective leader may not be an effective manager.

R.G. Hamlin (2002) in a study "Towards a Generic Theory of Managerial Effectiveness: a meta-level analysis from organizational with in the UK

public sector” which has led to the “contingency” versus “universalistic” debate based on the research findings from three previous empirical factor analytical studies of managerial and leadership effectiveness, carried out in three different types of public sector organization in the UK. The results support the view that out of the two models, the ‘universalistic’ model is more consistent with the facts, and the notion of the universally effective manager as proposed by Bennett (1983) is a factual reality.

Harry G. Barkema and Gomez R. Luis (1998) in their study have argued that the research that has explored the relationship between managerial pay and firm performance has generally been limited because it ignores other criteria that can be used to determine managerial pay, as well as the influence of a firm’s governance structure and various contingencies while their analysis leads to a general framework for research on executive pay.

Abdul. Azeem(2005) carried out a study entitled “Effectiveness of Managers: A Study of Public and Private Sector Organizations” in two public and private sector organizations and has made an attempt to segregate managers into highly effective and less effective groups, with an inter-company comparison. This comparative analysis between public and private sector organizations has revealed that private sector managers are superior in terms of effectiveness. The analysis reveals that in public and private sector organizations, the external environmental influence, mismatch of authority and responsibility, etc. should be paid adequate attention as these factors are the principal contributors to hindering managerial effectiveness.

Joshi J. Rama(1995) in the research “Managerial Effectiveness and its correlates” explores the personal and organizational factors contributing to managerial effectiveness. The study has found that the effective managers were more stable on their jobs, professionally qualified and satisfied with their careers. They considered performance and ‘organizational politics’ to be the most important influences on their career success. The personality factors discriminating the two groups of managers highlight the profile of the effective manager as one who is more experimenting, venturesome, humble and considerate, practical, suspicious, reserved and conscientious.

Gupta Seeta(1996) in the research work “Managerial Effectiveness: Conceptual Framework and Scale Development” has tried to explain the detailed concept of Managerial Effectiveness and has also developed the MEQ (Managerial Effectiveness Questionnaire)

The above review of literature indicates that there is no systematic study conducted to managerial effectiveness in tourism industry. Therefore the present study evaluates managerial effectiveness in tourism industry in terms of further objectives.

### **Objectives Of The Study**

The Study is focused on the concepts and the various factors of managerial effectiveness practiced in the tourism industry. The objective of the research is to evaluate the effectiveness of managers in the tourism industry of Jammu which includes the hotels and Travel Agencies and to suggest the measures to improve the managerial effectiveness in the tourism related organizations.

### **Research Methodology**

#### ***Research Development***

The research commenced by developing the self-administered questionnaire entitled “Managerial Effectiveness in Tourism industry in Jammu” based on the literature review. The questions in the first part are about demographic profile of the customers like the age group, gender, marital status, hierarchal level, etc. In the second part, 16-item Likert scale based on managerial effectiveness index was developed by the researcher keeping in view the past research studies and the literature review.

The 16-item index includes Communication (Internal); Management of Task; Business Environment; Co-ordination; Team-building; Integration among the Employees; Organizational Image-building; Inter-group Intervention; Welfare Management; Motivation; Centralization; Consultative Management; Involvement & Initiative; Interpersonal relations; Customer relations And Overall Organizational Effectiveness. Respondents were given 5 point Likert scale to respond their opinion i.e 1 being Not Effective at all to 5 being Highly Effective. For the analysis, percentage, mean, t-test has been used in the study.

#### ***Data Collection***

Since the study evaluates managerial effectiveness in Tourism industry, therefore, for the selection for tourism industry of Jammu, organizations in tourism industry viz travel industry and Hotels which represent the major component of tourism industry are considered for the Study. Further to select the organizations from Travel Agency and Hotels, IATO approved

Travel Agencies and A-class Hotels as approved by Government of J&K has been selected for the Study. For the selection of sample, 10% of the employees from the organizations (Travel Agencies and Hotels) having more than 10 employees and in those organizations having less than 10 employees Census was taken to choose the sample. Such represent accounts for 65 respondents in total which constitutes the 48 respondents from A-Class Private hotels of Jammu while as 17 respondents are from IATO recognized Travel Agencies.

### Analysis Of The Findings

**Table 1. Demographic Profile of the Respondents**

N=65 (48 from Hotels & 17 from Travel Agencies)

S.NO.	DESCRIPTION	NO. OF RESPONDENTS	%AGE OF RESPONDENTS
1.	GENDER		
	(a) Male	51	78.5
	(b) Female	14	21.5
2.	AGE (in years)		
	(a) Below 20	2	3.07
	(b) 20-40	45	69.23
	(c) 40-60	17	26.15
	(d) Above 60	1	1.55
3.	Qualification		
	(a) Below Graduate	30	46.15
	(b) Graduate & Above	35	53.85
4.	Hierarchal Level		
	(a) Supervisory	27	41.54
	(b) Operational	38	58.46

*Source: Self survey*

In Table 1, the Demographic Profile of the respondents is been given in Table 1. It has been seen that out of 65 total respondents, 51 (78.5 %) are Male and 14 (21.5%) are Female. The maximum of the respondents

fall in the age group of 20-40 (69.23%) followed by the age group of 40-60 (26.15%). Almost the same number of respondents have the qualification as Graduate and above 35 (53.85%) and below Graduate 30 (46.15%). Most of the employees belong to Operational level 27 (58.46%) while as 27 (41.54%) respondents belong to supervisory level.

**Table 2. Contribution of Managers towards the Organization in terms of the effectiveness**

about the following parameters.

N=65 (48 from Hotels & 17 from Travel Agencies)

NO.	Parameters	Level of contribution of Managers N=65 (∞)
1.	Communication (Internal)	4.15
2.	Management of Task	4.03
3.	Business Environment	4.13
4.	Co-ordination	3.96
5.	Team-building	4.15
6.	Integration among the employees	4.10
7.	Organizational Image-building	4.04
8.	Inter group intervention	3.81
9.	Welfare management	3.73
10.	Motivation	4.56
11.	Centralization	3.52
12.	Consultative management	3.46
13.	Involvement & Initiative	3.49
14.	Interpersonal relations	3.96
15.	Customer relations	4.38
16.	Overall organizational Effectiveness	4.38

*Source: Self survey*

From the Table 2, it can be concluded that Consultative management (3.46), Involvement & Initiative (3.49), Centralization (3.52), Welfare

management (3.73), Inter group intervention (3.81), Co-ordination and Interpersonal relations

(3.96 each) are fairly contributing in the Managerial effectiveness towards the organisation while as the other parameters like Management of Task (4.03), Organizational Image-building (4.04), Integration among the employees (4.10 ), Business Environment (4.13), Team-building and Communication-Internal (4.15 each), Customer relations (4.38), Motivation (4.56) are having a high level of contribution of Managers towards the Organization in terms of the effectiveness.

**Table3. Evaluation of Managerial effectiveness on the basis of two tourism industries**

N=65 (48 from Hotels & 17 from Travel Agencies)

S. No.	Parameters	T.A. Mean	Hotel Mean	t-test
1.	Communication (Internal)	4.059	4.187	-0.557
2.	Management of Task	3.706	4.146	-1.864
3.	Business Environment	3.706	4.292	-2.168*
4.	Co-ordination	4.059	3.937	0.4663
5.	Team-building	4.059	4.187	-0.427
6.	Integration among the employees	3.824	4.208	-1.394
7.	Organizational Image-building	3.294	4.312	-2.745**
8.	Inter group intervention	3.353	3.979	-2.405*
9.	Welfare management	3.941	3.667	1.033
10.	Motivation	4.235	4.687	-0.532
11.	Centralization	3.706	3.458	0.7471
12.	Consultative management	3.529	3.437	0.7471
13.	Involvement & Initiative	3.941	3.333	1.776
14.	Interpersonal relations	3.882	4.000	-0.469
15.	Customer relations	4.471	4.354	0.5275
16.	Overall organizational Effectiveness	4.117	4.479	-1.3804

= p< 0.05; \*\* p< 0.01; \*\*\* p< 0.001

*Source: Self survey*

Table 3 shows the evaluation of Managerial effectiveness, on the basis of two tourism industries i.e Hotel industry and the travel agencies, about the pre-determined parameters where in the total number of respondents from hotels are 48 and from Travel Agencies are 17. The scores are based on a five point Likert type scale where respondents were asked to ascertain their opinion regarding the Contribution of Managers towards the Organization in terms of the effectiveness. It was found in the table that Business Environment and Inter group intervention are significant at 0.05 level (t-test=2.168 and 2.405 resp.,  $p < 0.05$ ) where as Organizational Image-building comes out to be significant at all the 0.01 level (t-test=2.745,  $p < 0.01$ ).

### **Conclusion And Suggestions**

In the Present Study, the total sample of 65 employees has been taken from the 3 Private A-class hotels and 5 IATO recognized Travel Agencies in Jammu. The study has shown that the employees in Travel Agencies and hotels do not have the same opinion on three parameters i.e business environment, organizational Image-building and Intergroup intervention. For rest all other parameters, it was found that the Managers have a high level of contribution towards the organization in terms of their effectiveness. Thus, in order to have better managerial effectiveness in the hotels and the travel agencies, the following suggestions are taken into account: Better internal communication, Better Management of Task, Greater Co-ordination, Efficient Team-building, Cordial integration among the employees, Welfare management, Better motivational techniques, Centralization, Consultative management policies, Better involvement and initiative, Cordial inter-personal relations and finally good customer relations.

All these factors belonging to managerial effectiveness are to be considered upon in order to have the overall organizational effectiveness.

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