

The Impact of Managerial Competencies on Employee Performance in Healthcare Industry

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Abstract

The given research study is based on the topic to “To investigate the impact of managerial competencies on employee performance of healthcare professionals; in view point of employees”. Selected research objectives of the given research are to investigate the impact of managerial communication, teamwork, attentiveness and conflict management on employee performance of healthcare industry. To achieve research objectives, the researcher has used quantitative research design and deductive research approach. In addition to that, the study has used survey questionnaire as the research instrument in which questions are asked from the study participants on 5-Point Likert scale from the range of 1 to 5 for Managerial competencies and 7-Point Likert Scale from the range of 1 to 7 for Employee performance. The researcher has used primary data collection method to collect data. For the purpose of data analysis, SPSS tool is being used with the help of frequency analysis, regression and correlation technique. Population of the study are employees of Saifee Hospital, Ziauddin Hospital and Abbasi Shaheed Hospital. Sample size for this research is taken as 220. The outcomes of the given research have shown that communication and conflict management have positive insignificant correlation with employee performance. However, on the other hand, it is also found that teamwork and attentiveness are positively significantly associated with employee performance. This have a look at become conducted in a single country because of the restrictions of sources and duration. Since there were only limited observations (220 responses). Moreover, the department of the university has not allocated any budget for conducting the given research. This research study is about specific industry which is healthcare industry of Karachi and specifically Saifee Hospital, Ziauddin Hospital and Abbasi Shaheed Hospital. Therefore, other organizations can take guidance from the outcomes of this research as this research is specific to certain healthcare organizations. In addition, managers promote the teamwork and attentiveness among employees and senior management of the organization. If the researcher should have extra time than the studies would were more precise. Nevertheless, despite the fact that, we advise future studies to conduct across healthcare organizations to analyze higher comparative and proper outcomes.

Keywords: Managerial Competencies, Communication, Attentiveness, Teamwork, Conflict Management, Employee Performance.

Introduction

The given research study is based on the topic to investigate the impact of managerial competencies on the employee performance of healthcare professionals a study from view point of employees. In this chapter, the investigator has reinforced brief background of research to create awareness about the topic of study for the readers. Similarly, this chapter contains problem statement along with research aim and objectives. In addition to that research questions are also identified in this section along with rationale behind the selection of the topic. Likewise, the investigator has also discussed research scope and significance of the given research along with expected outcomes. Finally, yet importantly, the investigator has also provided information about the structure of entire research work. For satisfactory outcome in any corporation, subordinates considered main component. certainly, upgrade working of industries is attained through subordinates Armstrong (2009). until the 1980s, overall performance changed into normally explained because the production of an aggregate of capacity and encouragement, given suitable assets and hence encouraging subordinate have become a solution factor of administrative tasks (Torrington et al, 2008). for this admire, the entire capability of subordinates is unsealed, a corporation can acquire limitless final production, and benefits. it's far vital, but to observe that now all personnel don't have same performance style; individuals have distinct working style. few personnel have the very best capability irrespective of the motivation, at the same time as others are initiator. nevertheless, when subordinates are treated efficaciously, the outcomes may be increased productiveness and accelerated worker self-spirit (Truing, 2012). Goleman et al. (2013) defined skills are the ability of understanding knowledge, interpreted into sensible abilities. Druskat and Druskat (2006) recommend that the attributes of specific work located supervisor actions linked with communication, teamwork, attentiveness, and conflict management. In this view, this research was conducted by Clarke (2010), who blended skills with the items within management. Clark (2010) choose items from the manager competency improvement Framework (undertaking control Institute, 2007) and grouped them into 24 undertaking control behaviors into 4 managerial competences namely, communication, team work, attentiveness, and managing conflict. Furthermore, Khan (2017) used the interrelationship analysis study layout to observe the association among teamwork and subordinates' overall performance. Records were collected from 120 subordinates of bank. Researcher have been used and implemented specific data assessment tools which show a direct connection among teamwork and subordinates' overall performance. The outcomes acquired from correlation and regression test showed a positive impact of teamwork on employee overall performance (Khan et al., 2017). Moreover, Dasgupta (2013) examine the impact of managerial support enhance subordinates' satisfaction with the communication of supervisors and subordinate's communication satisfaction with their supervisors increases their performance in the organization. For this purpose, researcher selected 400 responded for their research objective, who were the employees from top ten manufacturing firms in India. Researcher have been used specific data analysis scales and tools to construct a result that showed a positive and significant relationship among managerial support and communication on employee's satisfaction and their overall performance (Dasgupta et al., 2013) Coggburn (2014), examines optimistic conflict management, which gives employees voice and encourages authentic participation in decision-taking. For this purpose, researcher was collected responds from the randomly selected public employees who were working in different agencies, organizations and departments by using U.S. Merit System Protection Board's (MSPB) 2005 Merit Principles Survey (MPS). Coggburn research showed the positive and significant association among employee's job satisfaction and their performance (Coggburn et al., 2014). The role of managers and employees has remained very important for every organization and industry. Managers are the people who enhance personnel overall performance and simultaneously, they also destruct performance of personnel in the organizations (Milner et al., 2015). Different managerial competencies have different impact on employee performance however employee of the

organizations prefer those managers or supervisor who adapt policies focused on employee performance and wellbeing. However, different situations need different types of managers competencies which prove to be effective for them. Therefore, to adapt different managerial competencies which enhance employee performance is a major problem faced by organizations. It is very important that organizations adapt positive managerial competencies which will not only prove to be effective or organizational productivity but will also prove to be effective for employee performance. The given research work is very essential especially in the healthcare industry. The reason is because with the help of outcomes of this research, the role of managerial competencies in employee performance will be identified clearly. For example, without any doubt, manager competencies take part as a navigator in the organizational performance as organization go in the direction which is set by the organizational managers but this research has also thrown light on competencies aspect of managers. For instance, communication, teamwork, attentiveness and conflict management are a part of managerial competencies. Lastly, the research is important from employees' point of view also for instance, managerial competencies play direct role in personnel performance and industry outcome. The research of Nielsen et al. (2017) has identified that employee satisfaction is an outcome of employee wellbeing and employee wellbeing play crucial role in organizational productivity. The expected outcomes of the given research are that teamwork and attentiveness shows positive significant effect on employee performance in healthcare industry. The given topic of research includes managerial competencies, and employee performance as the scope of research. This research study provides the information about employee competencies. For example, communication, teamwork, attentiveness and conflict management comes under the umbrella of managerial competencies. Therefore, in simple words it can be said that the given research deals with managerial competencies like communication, teamwork, conflict management and attentiveness effectiveness on employee performance. For any research work, research question considered as a vital piece. Examiners distinguish research question(s) and attempt to discover the response of these recognized inquiries before the finish of the research work. Research inquiries for the given exploration are as per the following

RQ1: What is the impact of managerial communication on employee performance in healthcare profession?

RQ2: What is the impact of teamwork on employee performance in healthcare profession?

RQ3: What is the impact of attentiveness on employee performance in healthcare profession?

RQ4: What is the impact of conflict management on employee performance in healthcare profession?

Literature Review

Communication

Owusu-Boateng and Jeduah (2014) define communication as the procedure in which knowledge is shared among a transmitter and an acceptor. The manner one written or unwritten interrelate to sign how literal which means have to be received, explain, clarify, or acknowledge, that is called the communication (Norton, 1983). Norton (1983) split communication types into ten classifications – dominant, dramatic, contentious, lively, impact-leaving, comfortable, attentive, open, great, and unique. Norton's (1983) divides communication type into noble, reflective, and Socratic. Comstock and Higgins (1997), combining Norton's patterns into four types of communication patterns – cooperative, stressful, social, and aggressive. Heffner (1997) businesses the communication patterns into competitive, passive, and assertive (Ibrahim and Ismail, 2007). Noble type is instructive, easy and can be same with competitive style. Reflective style is non-instructive and can be aligned with the submissive fashion. The Socratic style emphasizes on evaluation of facts and perhaps same to the assertive style. To apprehend the anthropomorphic views of supervisory conversation and the

relational association develop in corporations, Heffner's category of verbal exchange approaches may be followed to examine received supervisor conversation approaches. Heffner's communicate types emerge less complicated and emphasize more on employees' association in organization than McCallister's conversation types. Supervisor exercise different conversation types. but, one type dominates and turns into routine frequently. In a submissive verbal exchange approach, management keep away from expressing their needs, and emotions, and sense bashful to defend their rights. In an aggressive conversation type, management explicit their emotions and reviews and recommend for his or her desires in a manner that violates the rights of personnel. at the same time as, submissive management are typically not enabling to bring the whole shove in their conversation, causing detain, and transform, hostile management have a tendency to be much low anxious to move things alongside than in keeping their very own position and strength over personnel, even though they'll be victorious in finishing everlasting desires (Newbold, 1997). Among those intense patterns, is the assertive type. Assertiveness is a conduct that allow supervisor to perform of their very own satisfactory attentiveness (Arredondo, 2003). It enables true relational association (Lwehabura and Matovelo, 2000) and is characterized with the aid of uprightness, impartiality, open mindedness, toleration, correctness, creativity, and appreciate for self and others.

Teamwork

Researchers outline teamwork as the orientation of employee, which is made to do some team or group duties or work (Hanaysha & Tahir, 2016; Outram et al., 2015). Groupwork is not about performing in big groups however a sense of connectedness that makes an atmosphere termed as team (Farh, Seo & Tesluk, 2012). Teamwork has been examining one of the maximum preferred attributes, which personnel wishes to have in a present-day corporation (West, 2012) sense of togetherness that makes an environment termed a team. Corporations that highlight or focused more on groups have developed accelerated employee performance, more productiveness, and higher critical-thinking at workplace (Cohen & Bailey, 1999). In the view of Ingram (2000), teamwork is a plan of action that has the capability to enhance the overall performance of single employee, groups or corporation, but it wishes to be supported over the years. Corporation want to take a look at plan of action for enhancing performance in the light of more and more competitive environments. To level managers must have to be imaginative and prescient to launch groupwork tasks inside the corporations, the capability to enhance it and the braveness to permit groups to play a vital component in critical-thinking.

Attentiveness

The system of attention includes targeted regard reflecting alertness and/or consciousness. therefore, an attentive type of conversation (attentiveness) is a verbal and para-verbal alerts which suggest that a sender's information is being received in an alert and/or knowledge style (Dov Elizur, 1975).

Conflict Management

The conflict defined as a "core tension" which clearly takes place anywhere there are interconnected and limitations (e.g., systems, systems, values, responsibilities) on conduct (Isaksen & Ekvall, 2010). Conflict is a reality of corporate lifestyles - it's far "inevitable" (Carpenter & Kennedy, 2001) Conflict can be much less elaborate than the way in which people and corporations go through it (Herrman, 2005). Conflict – positive enterprise, that is, a corporation in which employees freely their reviews to make innovative solutions (Tjosvold, 2013). Conflict research classified various dimensions of conflict according to its origin and corporation measures. Rahim (2011), lists 12 origin conditions of conflict that are great, affective, major-affective, method, aim, that happen across various corporation levels furthermore Herrman (2005) classified five classification of conflict that was data-based, structural, relational, interest, and value but in general, conflict researchers focal point on only two

different style, task-related and relationship-related conflict (Isaksen & Ekvall, 2010). De Dreu (2008) concluded task-related conflicts as “conflicts which might be the style of working, about the advantages and disadvantage of definite work approaches and so forth, on the other hand, relationship-related conflicts are “conflicts that are about humans, their moral, humor, and so on.”

Employee Performance

In the view of Armstrong and Baron (1998) employee performance is the plan of actions and included methods to increasing the outcomes of organizations with the aid of increasing the performance of the employees via flourishing their abilities of teams and character individual (McKenna and Beech, 2002). Kotter et al (1992) concluded that personnel ‘overall performance is measured towards the performance requirements set by corporations. There are a various of measures that can be taken into examine while measuring overall performance of employees like productiveness, efficiency, effectiveness, quality and profitability measures. Furthermore, performance management refers back to the method where managers and their employees share their perception about what they have been executed and what they have to be carried out. It helps within the constant development of enterprise performance through an interlinked application of employees control structures (McKenna and Beech, 2002).

Hypotheses Development

Communication and Employee Performance

Coping with employees is enacted thru verbal exchange (Holladay and Coombs, 1993). Managerial communication navigates direct association the attitudes, behaviors and performance of employees in the place where they work (Wyatt 2006). An historic evaluate of managerial communique indicates that the managers communication style with their employees is unique (Davenport, 1999). Managers can create an atmosphere thru knowledge exchange where personnel experience satisfied and extra enthusiastic regarding their position and show their approaches and behaviors important for advanced organizational performance (Pfeffer, 1998). While the verbal exchange fashion of supervisor is simple and error-free, subordinates view supervisor as honorable (Tschannen-Moran, 2000). This view helps personnel’s knowledge of work and permits manage accountability (Moye and Henkin, 2006). The environment of job and the exchange of facts and comments to subordinates are the major part of supervisor job (Villegas and Cervený, 2004). Simple communication allows a supervisor to develop believes and transform terrible power into high-quality ones.

H1: Communication has significant relationship with employee performance.

Teamwork and Employee Performance

Employees’ overall performance can only be completed at its best while all the working factors of the corporation work combinedly (West, 2012). Crawford and Lapine (2013) have stated that managers are also segment of the teamwork because they may be accountable for creating higher overall performance of employees so association of subordinates with managers is an main component of teamwork. (Talib, Rehman & Qureshi, 2013). The researcher in addition cautioned the main cause of higher employee performance is the boom in team spirit and teamwork (Boyt, Lusch & Naylor, 2001).

H2: Teamwork has significant relationship with employee performance.

Attentiveness and Employee Performance

Managerial attention can produce a few forms of acknowledgment of worker performance that’s why employees care about managerial attentiveness (Judge et al. 2001; Ostroff 1992; Harter, Schmidt and Hayes 2002). There are numerous critical capabilities of managerial attention. One is, that employees may not determine the standards of the attentiveness. A supervisor’s capability to discover and report

the contributions made by using workers depends on various one-of-a-kind and interconnected aspects of management, that are themselves tough to study (Milgrom and Roberts,1990).

H3: Attentiveness has significant relationship with employee performance.

Conflict Management & Employee Performance

Within the companies, the existence of conflict is properly mounted (Argyris, 1971). Employee job performance has been defined as being most of the essential variables in organizational and management studies (Chen, Zhao, Liu, & Wu, 2012). Managerial characteristic is acknowledgeable and know-how many styles of conflict and handling it in ways that both promote productive and reduce decreasing results of corporation (Jehn, 1995) regardless empirical researches concludes such relationships are blended (Kim, 2002; Wright & Davis, 2003). Metanalyses describes the association among conflict and subordinate performance suggests that conflict (especially relational, however additionally task) is negatively associated with subordinate performance and job contentment (Jehn, 2012).

H4: Conflict management has significant relationship with employee performance.

Conceptual Framework

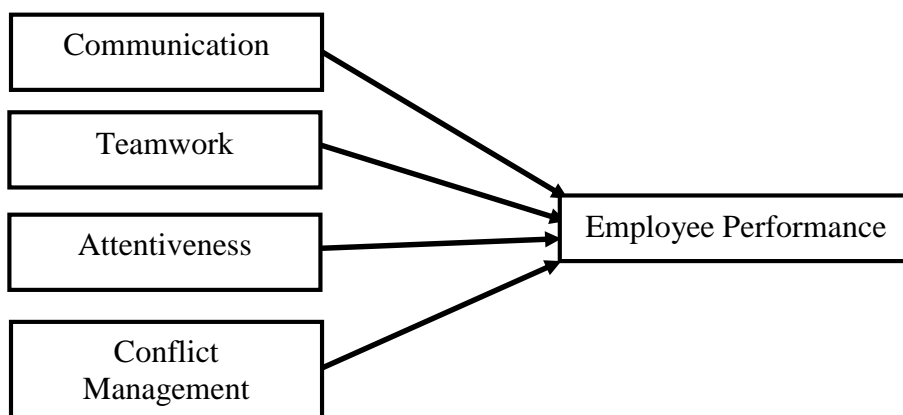


Figure 1: Conceptual Framework showing impact of independent variables which are communication, teamwork. Attentiveness and conflict management on dependent variable which are employee performance.

Methodology

Research Approach and Type

Research approach is another very important tool which is used to achieve research goals. Research approach is a tool which determines the direction of research. Two common dimensions of research approaches are used by the researchers. These two types are inductive research approach and deductive research approach. Inductive research approach is characterized by undertaking research from observation of specific incident to draw general conclusion (Woiceshyn & Daellenbach, 2018). While, deductive research approach is a type of research in which scientist start the observation from generally occurring natural occurring and based on that phenomenon a specific result is drawn (Armat et al., 2018). In the given research study, the investigator has selected deductive research approach. The reason behind selecting deductive research approach is because the investigator will initiate the research from general observation and then draw particular conclusion based on that general observation. Research investigations classified into three types, which are exploratory investigation, explanatory investigation and descriptive investigation. Exploratory investigations are used when the

research is about exploring new theoretical postulates in the areas which are not been discovered yet (Tetnowski, 2015). Similarly, explanatory investigations are used to explain and statistically validate what is already known (Tumele, 2015). Thirdly, descriptive investigation is a characteristic of current topic of investigation or association between the variables. In this study, the investigator has decided to use explanatory type of investigation. The main cause of selecting this kind of investigation is because in this type of investigation the research will be capable to explain the association between leadership and employee wellbeing. This will enable the researcher to explain the type of relationship which already exists. The investigator will not be going to identify any new theoretical postulate which is likely in case of exploratory research. Therefore, for the given research work, explanatory investigation is the most suitable one.

Research Design

In the studies layout, Cooper et al. (2006); Veal (2005) stated there are two major classification of research design. they are the causal research layout and the correlational studies layout. The correlational research is the evaluation of relationship between the variables of the study in model (Kumar & Phrommathed, 2005), whereas, the causal studies design is the causality affiliation among the variables of the research. The correlational studies layout is used so one can verify the principle the study is providing (Koul, 2009) hence; the correlational research model is used due to the fact this take a look at assesses the affiliation between the constructs of the study.

Research Population

The most beneficial industry of Pakistan is healthcare industry hence it has healthcare practices and management but to some degree it low-efficient found in their operations. For this aspect, this research has conducted and taken it as research population to investigate the impact of managerial competencies on the employee performance of healthcare industry of Pakistan. Nevertheless, the responses collected from healthcare professionals of healthcare firms of Karachi, Pakistan for findings.

Sample Size and Sampling Technique

Competencies of the managers were measured using Clarke scale (2010), It consists of 4 independent variables named Communication, Teamwork, Attentiveness, and Conflict Management. These are measured by 24 items in a Likert Scale with seven points, separate from strongly disagree to the strongly agree. The result of the items imitated the result for the variables (Maqbool, 2007) therefore, minimum 200 responses were required for the study. In this regard, the study has aimed to collect 220 sample responses from the healthcare professionals of healthcare firms in Karachi, Pakistan. The healthcare respondents were selected from Saifee Hospital (80), Ziauddin Hospital (100), and Abbasi Shaheed Hospital (20) and Online (20) through google form. These organizations were selected because these organizations were rather conveniently available as the study has chosen convenience sampling to gather the data. The non-probability sampling is a kind of sampling wherein not absolutely everyone inside the population has a same chance of representation (Gomm, 2008). Convenience is where the statistics is gathered from a set or population that was in near proximity to the researcher (Koul, 2009). Henceforth, the study has used a convenience sampling technique to gather favored records from the pattern population.

Research Instrument

Research instrument is a tool which is used by the investigators to collect the statistics from research participants (Mohammadbeigi, Mohammadsalehi & Aligol, 2015). Different researchers use different types of research instrument and the most common of them are survey questionnaire and interview questionnaire. In this study, the conductor has decided to use survey questionnaire. The investigator

will provide questionnaire containing few questions related to the topic of research. These questions will be designed on 5 points and 7 points Likert Scale. The respondents will be requested to answer these questions as per their own point of view. Reliability and validity are two different aspects of any research. Ensuring reliability and validity are very main for the sake of authenticity of research. Reliability of data is a characteristic feature of obtained data with the help of which it produces same results every time (Taherdoost, 2016). Therefore, the researcher has made sure that the collected data will be reliable. Likewise, validity of research instrument is another very important factor to categorize the research into authentic and not authentic research studies. Validity of research instrument can be calculated with the help of observing that the research instrument is capable of collecting what it ought to collect (Mentzel et al., 2016). The researcher has made sure that the research instrument is valid.

Table 1: Summary of Research Instrument

Variable	Authors / Source	No. of Items	Scale
Communication	Nasier Manzoor., 2017	3	1 – 7
Teamwork	Nasier Manzoor., 2017	5	1 – 7
Attentiveness	Nasier Manzoor., 2017	5	1 – 7
Conflict Management	Nasier Manzoor., 2017	7	1 – 7
Employee Performance	Nasier Manzoor., 2017	13	1 – 5

Data Collection

A questionnaire was used to collect the responses from the specified population. Ethical standards and norms are very important for any research. The main reason of observing ethical considerations in any research is because with the help of observing ethical considerations, the research is categorized into authentic and not authentic research works (Cacciattolo, 2015). In the given research, the investigator has made sure that ethical standards are followed. For example, the investigator has made sure that all participation in this research will be voluntary as the investigator will not force any person to participate in the research. The study has used self-managed questionnaire methodology to collect statistics from the sample population using five-point Likert scale and seven-point Likert scale quantitative questionnaire. The instruments of both variables have been showed in the above table; furthermore, primary data sources were used for data collection from the healthcare professionals of healthcare firms of Karachi, Pakistan.

Data Analyses Method

Data analysis method is an instrument which the specialists use to investigate information. There are various types of information investigation instruments, for example, content examination which is utilized for optional subjective exploration plan, topical examination which is utilized to break down essential subjective information, SPSS software was used to dissect essential quantitative information (Ong and Puteh, 2017). In the given examination, the scientist has chosen to utilize SPSS information investigation device. It is a PC run programming application which is typically use to investigate quantitative information. The scientist will utilize regression and correlation strategy to recognize the specific connection between both dependent and independent factors.

Results

This section examines about the measurable examination of collected data. Some variables have incredible significance in light of the fact that based on the information investigation, on the other hand some variables have shown insignificance, the specialist will produce the results of the review. In the momentum research, the exploration will examine the information with the execution of unwavering quality investigation, correlational examination, and relapse investigation. With the

assistance of these factual examination, the analyst will empower to finish up the exploration results in view of the measurable statistical data points.

Respondent Profile:

Table 2: Demographic Profiles

		Frequency	Percentage
Gender	Male	148	67.3
	Female	72	32.7
Age	Under 20 Years	1	0.5
	21-30 Years	177	80.5
	31-40 Years	28	12.7
	41-50 Years	7	3.2
	Over 50 Years	7	3.2
Educational Level	PHD	1	0.5
	Master	23	10.5
	Graduation	182	82.7
	Undergraduate	14	6.4
Experience	Less Than 5 Years	165	75.0
	5-10 Years	30	13.6
	11-20 Years	15	6.8
	21-30 Years	8	3.6
	More Than 30 Years	2	0.9

Reliability Analyses:

Table 3: Reliability Analysis

Variable Name	N Items	Cronbach's Alpha
Communication	3	0.721
Teamwork	5	0.888
Attentiveness	5	0.918
Conflict Management	7	0.930
Employee Performance	13	0.848

Prior to directing the genuine information investigation, it is critical to be aware of how much the information is solid or substantial for leading the exploration. For the most part, it is said that the information ought to be 60% dependable or legitimate for directing further examination (Nunnally & Bernstein, 1994). The unwavering quality of the information is estimated by the Cronbach's alpha worth. The worth of Cronbach's alpha should be more noteworthy than 0.6 to proclaim the gathered information is solid. In the table beneath, it very well may be seen that the worth of Cronbach alpha for each factor is more noteworthy than 0.6. It implies that the gathered information is solid and substantial for directing further exploration. In the above showed table, it has been shown that communication has low reliability of 72.1% while conflict management has the highest reliability of 93.0%; for that reason, those variables in the model that have 50% reliability are acceptable. In this view, teamwork has reliability of 88.8%, attentiveness has 91.8%, and employee performance has reliability of 84.8%. Henceforth, of each variable has been achieved.

Correlation:**Table 4: Correlation**

		Communication	Teamwork	Attentiveness	Conflict Management	Employee Performance
Communication	Pearson Correlation	1	0.268	0.218	0.138	0.098
	Sig (2-tailed)		0.000	0.001	0.041	0.148
	N	220	220	220	220	220
Teamwork	Pearson Correlation	0.268	1	0.750	0.724	0.476
	Sig (2-tailed)	0.000		0.000	0.000	0.000
	N2	220	220	220	220	220
Attentiveness	Pearson Correlation	0.218	0.750	1	0.743	0.500
	Sig (2-tailed)	0.001	0.000		0.000	0.000
	N	220	220	220	220	220
Conflict Management	Pearson Correlation	0.138	0.724	0.743	1	0.412
	Sig (2-tailed)	0.041	0.000	0.000		0.000
	N	220	220	220	220	220
Employee Performance	Pearson Correlation	0.098	0.476	0.500	0.412	1
	Sig (2-tailed)	0.148	0.000	0.000	0.000	
	N	220	220	220	220	220

Communication has significant positive correlation with teamwork ($r=0.268$, $p=0.000$), attentiveness ($r=0.218$, $p=0.001$), conflict management (0.138 , $p=0.041$) but insignificant correlation with employee performance ($r=0.098$, $p=0.148$). Teamwork has significant positive correlation with teamwork ($r=0.268$, $p=0.000$), attentiveness ($r=0.750$, $p=0.000$), conflict management (0.724 , $p=0.000$) and employee performance ($r=0.476$, $p=0.000$). Attentiveness has significant positive correlation with communication ($r=0.218$, $p=0.001$), teamwork ($r=0.750$, $p=0.000$), conflict management (0.743 , $p=0.000$) but insignificant correlation with employee performance ($r=0.500$, $p=0.000$). Conflict management has significant positive correlation with communication ($r=0.138$, $p=0.041$), teamwork ($r=0.724$, $p=0.000$), attentiveness (0.743 , $p=0.000$) and employee performance ($r=0.412$, $p=0.000$).

Regression Analysis:

Regression analysis is the most important statistical technique which generates the results of the research based upon the statistical figures. It defines the relationship of independent variables with the dependent variable. Based on the result of regression analysis, the study may accept or reject the research hypothesis.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.524	0.275	0.261	0.483
Predictors: Communication, Teamwork, Attentiveness, Conflict Management.				

Model summary table is the first table generated while conducting regression analysis. It analyzes the amount of variation produced in the dependent variable due to the existence of independent variables. The value of R in the model table reflects the amount of variation produced in the dependent variable. It is said that there must be more than 30 percent variation produced in the dependent variable. It means that the value of R must be greater than 0.3. In the table above, the value R is greater than 0.3.

Furthermore, the value will be greater, the more the variation will be produced in the dependent variable. According to the table above, there is more than 50 percent variation produced in the dependent variable. The value of R is 52.4% (0.524) which indicates a good quality prediction of the dependent variable. Furthermore, all the independent variables explain 27.5% of the variability of dependent variable, as denoted by the R-square value of 0.275.

ANOVA:

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.993	4	4.748	20.371	0.000
	Residual	50.116	215	0.233		
	Total	69.109	219			
Dependent Variable: Employee Performance						
Predictors: Communication, Teamwork, Attentiveness, Conflict Management						

Above ANOVA table is conducted while conducting regression analysis. It reflects the significance of research model. It is said that the research model must be significant in order to conduct the research. The sig value must be less than 0.05 to declare research model significant. In the table below, the research model seems to be significant as the sig value is less than 0.05. Moreover, the f-value also defines the best fit of research model. The higher the value of f, the better will be the research model. Above table showed that sig value is 0.000 which is less than 0.05, which interpret that data set fit with research model set.

Co-Efficient Test

Model		Unstandardized Coefficients		Standardized Coefficients	t-Stats	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.387	0.228		10.470	0.000
	Communication	-0.019	0.030	-0.038	-0.630	0.529
	Teamwork	0.127	0.051	0.241	2.495	0.013
	Attentiveness	0.174	0.052	0.329	3.356	0.001
	Conflict Management	-0.001	0.048	-0.001	-0.011	0.991
Dependent Variable: Employee Performance						

The coefficient table is generated while conducting regression analysis. The coefficient table is the summarized table which helps the researcher to conclude the research outcomes. The beta value in the table below reflects the direction of relationship of independent variable with the dependent variable. If the value of beta is positive, then there is direct relationship exist between the dependent and independent variables. In the table below, all the values of beta are positive except communication and conflict management, it means that there is positive and direct relationship exist within the positive variables. The sig value in the coefficient table reflects the significance of relationship between the variables. The sig value must be less than 0.05 for declaring the relationship significant. All the sig values in table below are less than 0.05, it means that all the variables are significantly related to each other. Table showed that teamwork (0.013, $p < 0.05$), and attentiveness (0.001, $p < 0.5$) were significantly affecting the employee performance. However, communication

(0.529, $p > 0.05$), and conflict management (0.991, $p > 0.05$) were not significantly affecting the employee performance.

Hypotheses Testing

Table 8: Summary of Hypotheses Testing

Hypothesis	Result
Communication has significant relationship with employee performance.	Rejected
Teamwork has significant relationship with employee performance.	Accepted
Attentiveness has significant relationship with employee performance.	Accepted
Conflict Management has significant relationship with employee performance.	Rejected

Discussion

The outcomes of the given research show that managerial communication has a positive insignificant relationship with employee performance. There are number of researches research in this regard for instance this research conducted by Orpen (1997) & Soonhee (2002) has shown that at the organizations, satisfactory managerial communication enhances employees' performance but other studies contradict it. (Kennedy et al., 2001). According to London & Larsen (1999), supporting managers motivate employees to speak about their ideas freely, provide constructive and especially informative feedback, as well as staff development skills. Emmert and Taher (1992) found that work-related responses were important aspects of job performance and job satisfaction. While the verbal exchange fashion of managers is simple, so according to subordinates, supervisors are honorable (Tschannen-Moran and Hoy, 2000). Teamwork shows positive significant relationship with employee performance. According to the study of Khan (2017), found significant effect of teamwork on the overall performance of the personnel. The primary cause behind this was that the growth in association has a tendency to enhance the variety of thoughts and this will increase the success chance in completing their work or task. therefore, researcher stated that teamwork is extensively associated with the worker's overall performance. Furthermore, Teamwork have been observed to have a remarkable result on subordinate overall performance which brings advantages in phrases of increased efficiency, increased organizational overall performance, competitive advantage, and elevated product effectiveness (Manzoor, Sheikh Raheel, et al 2011). But still, researchers have now not made it distinct that either teamwork is associated for overall employee performance or not and particularly in contrast of individual employee performance (Hanaysha & Tahir, 2016; Outram et al., 2015). Attentiveness results shows positive significant relation with employee performance. According to W Wu, Hugh Xiaolong, and Shannon X. Liu (2021), managerial attention shows significant relation with employee attrition and their productivity or performance. Conflict management shows insignificant relation with employee performance but previous findings continuously display relationship-associated conflict to be negatively related to employee performance and ultimately corporation consequences, on the other hand task-associated dispute's results are conflicting - they are superb in several times and low in others (Weingart, 2003). According to Francis, Jaden Sarah (2018) indicated that the conflict management have a remarkable association with employee performance in the corporation atmosphere and subordinate's performance is damaged when conflicts are not managed.

Recommendation & Conclusion:

The main objective of this research is to investigate the impact of managerial competencies on employee performance, of healthcare corporates from Karachi, Pakistan. There are various independent variables and one dependent variable by which this relationship has been evaluated. It included communication, teamwork, attentiveness, and conflict management which helped in

examining the employee performance. The current study used deductive approach, explanatory type, causal design, descriptive analysis, reliability analysis, correlational analysis and multiple linear regression to gather and finds the outcome impacts. However, statistics was gathered from the healthcare professions in healthcare organizations specifically, Ziauddin Hospital, Saifee Hospital and Abbasi Shaheed Hospital. Similarly, the final sample size is 220 and these respondents have been selected via using convenience sampling. This research study provided several significant results in the aspect of managerial competencies. However, the association between teamwork and employee performance is positive and significant. Secondly, the impact of attentiveness is also positive and significant on employee performance. On the other hand, communication and conflict management are positive but insignificantly related with employee performance. This research study is about specific industry which is healthcare industry of Karachi and specifically Saifee Hospital, Ziauddin Hospital and Abbasi Shaheed Hospital. Therefore, other organizations can take guidance from the outcomes of this research, as this research is specific to certain healthcare organizations. In addition, managers promote their competencies among employees and senior management of the organization. If the researcher should have extra time than the studies would were more precise. Nevertheless, future research will have been conducted across organizational studies to found more accurate results.

Limitation

This have a look at become conducted in a single country because of the restrictions of sources and duration. Since there were only limited observations (220 responses), in this study the revalidation of variables was not done. This study was conducted in only 3 organizations. Thus, additional cross-organizational studies are needed. The department of the university has not allocated any budget for conducting the given research.

Future Research

This study sets the platform for more works on managerial competencies and employee performance. It has provided the basis for exploring the empirical link between managerial competencies and performance for the individual employee. Furthermore, this research can be undertaken by changing various factors. For example, future researchers can undertake this research by using primary qualitative method instead of primary quantitative research design. In qualitative design future researchers will conduct interviews from the staff of healthcare organizations to achieve research objective. Likewise, in future, this research can also be conducted in any other healthcare organization in same or in any other region. Moreover, in future the researchers could also use secondary research methods to achieve research objectives.

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QUESTIONNAIRE

Respondents' Profile:

- Gender: Male Female
- Age group: Under 20 21 - 30 31 – 40 41 – 50 Over 50
- Education: UG Graduate Master Ph.D.

Managerial Competencies:

Please circle the appropriate boxes to indicate the extent to which you agree or disagree with each statement. The item scales are seven-point Likert type scales with:

1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat Disagree, 4- Neither Agree nor 5- Somewhat Agree 6- Agree, 7- Strongly Agree

VARIABLES	1	2	3	4	5	6	7
COMMUNICATION							
1- Manager or Supervisor understand the communication from others involved in the project							

2- Manager maintain a formal communication channel							
3- Manger maintain an informal communication channel							
TEAM WORK							
1- Your Manager / Supervisor encourage teamwork consistently							
2- Manager share knowledge and expertise with others involved in the project							
3- Manager maintain good working relationships with others involved in the project							
4- Manager build trust and confidence with both stakeholders and others involved on the project							
5- Manager helps to create an environment of openness and consideration on the project.							
ATTENTIVENESS							
1- Your Manager respond to and act on expectations, Concerns and issues raised by others on the project							
2- Manager actively listen to other project team members or stakeholders involved in the project							
3- Manager express positive expectations of others involved in the project							
4- Manger help to build a positive attitude and optimism for success in the project							
5- Manger successfully engage all stakeholders involved in the project							
CONFLICT MANAGEMENT							
1- Manager helps others to see different points of view or perspectives.							
2- Manager recognize conflict within an early timeframe							
3- Manager resolve conflict amicably							
4- Manager work effectively with the organizational policies associated with the project							
5- Manager attempt to build consensus in the best interests of the project							
6- Manager manage ambiguous situations satisfactorily while supporting the project's goal							
7- Manager maintain self-control and respond calmly and appropriately in all situations							

Employee Performance:

Please circle the appropriate boxes to indicate the extent to which you agree or disagree with each statement. The item scales are five-point Likert type scales with:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4- Agree, 5- Strongly Agree

	1	2	3	4	5
1- I complete my work within time allocated.					
2- I work overtime to complete my task					
3- The degree to which I do my work meets our customers' requirements					
4- My performance is measured against the productivity					
5- I attend to my work with speed and accuracy.					
6- My performance has continually improved.					
7- I take time to listen to my clients to ensure I attend to them effectively					
8- I do my work effectively without complaining.					
9- I combine the available resources very well to provide quality services.					
10- I usually take time to follow up with clients to ensure that they are satisfied with my services.					
11- Employees report on duty early and leave very late.					
12- I record down a number of activities in my to do list before starting on the day 's work.					
13- My job is in line with my interests, skills and attitudes.					