

WORKING PEDAGOGY OF EXPERIENCED AND YOUNG MANAGERS IN ENDURING ORGANIZATIONAL CHALLENGES

Dr. Pankaj Kumar*

ABSTRACT

Business is the game of risk. Every businessman, large or small, has to take risks. It is an old saying that 'more the risk, more the profit'. Risk is an essential element of any business. Risk bearing capacity is one of the major characteristics of being a good entrepreneur. This feature is mostly found in young and dynamic managers. However, for the balanced functioning of any enterprise, experienced managers are important who can maintain balance between risk taking and playing safe because the risk has to be calculated and not blind. The variables like personality, communication, emotional intelligence, communication, patience, etc. differ in young managers and the experienced managers. To conduct the study, the managers holding the experience of more than 15 years were kept in one category while the managers holding the experience lesser than that in another category. The objective of the study is to find out that how both the segments of managers differ in their working in an organization. For the purpose of study, 100 managers, 50 from each age group were interviewed. These managers were a mix of private and public sector enterprises. On the basis of their responses, tools like t-test, mean and standard deviation are used to derive the desired results. The study brings some significant conclusions for human resource intervention.

KEYWORDS: *Experienced Managers, Emotional Intelligence, Human Resource Interventions.*

Introduction

Risk taking is considered as one of the prime features of any entrepreneur which is usually considered to be an active trait in the young managers. The ability to calculate the risk associated to the business and facing it with all necessary preparations are the aptitudes required for ensuring the success of the enterprise. At the same time, business brings some unexpected and unprecedented situations also. In that case, the prior plans do not fit in to face the challenges and the instant and prompt decisions have to be taken. During such a situation, in place of the zeal and enthusiasm of the young and dynamic millennial managers; the experience, patience and decision making of the experienced and senior managers are more sought after attributes. The reason being their experience which teaches them to master the art of navigating solutions to varied and complex problems over the years. As compared to the young managers, they have high credibility, emotional intelligence, communication skills and empathy. Unproductive situations like office politics, toxic work environment, bureaucracy, cultural differences, etc. keep appearing in front of the managers which fritter away significant time and energy of the managers and other employees. In such cases, the leadership style, communication style, credibility and emotional intelligence of the experienced managers prove to be the problem-solver.

* (M.Com., Ph.D.) Village & Post-Pillich, Nalanda, Bihar, India.

Objectives of the Study

- To compare the managers who have less than 15 years and more than 15 years of experience in context to certain traits
- To assess the relationship between the emotional intelligence and problem-solving
- To assess the relationship between the years of experience and communication attributes
- To assess the relationship between the years of experience and credibility

Research Methodology

100 managers, 50 from each category, possessing less than 15 years of experience and more than 15 years of experience are taken for the study. The respondents are from both private sector and public sector enterprises. Interview and questionnaire methods are used to collect the responses.

Statistical Treatment of Data

The following tests were used to analyze the data and draw the conclusion:

- Mean
- Standard Deviation
- t-test

Results and Interpretation

Table 1: Comparison between the managers having the experience of more than 15 years and less than 15 years in context to communication style

Communication Style	Managers with more than 15 years of experience		Managers with less than 15 years of experience		t-value
	Mean	SD	Mean	SD	
Transmission of message	23.34	6.5	20.46	4.5	1.876
Two-way communication	21.22	4.8	20.98	3.6	0.875
Listening ability	11.22	10.3	10.88	10.1	0.798
Brief and concise	19.22	3.47	20.43	3.68	0.858
Informal communication	16.5	4.06	17.2	4.19	1.808

On comparison, the observation was made that more experienced managers are clear transmitters, patient listener and open to two-way communication while the less experienced managers are more informal in their communication and at the same time they are brief and concise communicators. The managers during initial years of their jobs are more informal, brief and concise. In other aspects, no significant difference was observed between more experienced and less experienced managers.

Table 2: Comparison between the managers having the experience of more than 15 years and less than 15 years in context to credibility

Credibility	Mangers with more than 15 years of experience		Mangers with less than 15 years of experience		t-value
	Mean	SD	Mean	SD	
Trustworthy	44.7	7.6	32.8	6.2	3.671
Informative	56.8	10.2	43.6	10	3.101
Adaptive	34.2	5.4	38.5	6	1.113

On comparison, it was found that the more experienced managers appeared more trustworthy and informative. On the dimension of dynamism, less experienced managers appeared to be more dynamic and found to be more adaptive to new changes and thus, they are more dynamic.

Table 3: Comparison between the managers having the experience of more than 15 years and less than 15 years in context to working style

Working Style	Mangers with more than 15 years of experience		Mangers with less than 15 years of experience		t-value
	Mean	SD	Mean	SD	
Use of power	41.11	8.67	42.02	6.87	0.432
Role clarity	38.98	5.38	36.56	5.98	0.451
Achievement drive	36.76	5.67	34.88	5.21	0.211
Support	35.23	6.99	35.12	4.75	1.234

We can observe that the achievement drive in more experienced managers is greater as compared to less experienced managers. The role clarity is also clearer in more experienced managers in comparison to less experienced managers. There is no significance difference as far as rendering support is concerned.

Table 4: Comparison between the managers having the experience of more than 15 years and less than 15 years in context to emotional intelligence

	Mangers with more than 15 years of experience		Mangers with less than 15 years of experience		t-value
	Mean	SD	Mean	SD	
Emotional Intelligence	176.7	65.21	142.8	53.27	2.671

It is observed that the managers with higher experience are found to be having high emotional intelligence as compared to the managers with lesser years of experience.

Findings and Conclusions for Human Resource Intervention

- It is recommended that more experienced managers are fruitful for the company as they were found to be more trustworthy and informative.
- Senior level managers would be a better choice for taking critical and complex decisions due to their higher experience and emotional intelligence.
- For risk bearing decisions and dynamic work, younger managers are more suitable.
- The meetings which require informal and brief communication, young managers are preferred there.

Limitations of the Study

- Sample size is too small, thus, it cannot represent the whole community of managers.
- The study is confined to Jaipur based companies only.
- Few organizations have been selected for interviewing managers.
- Number of the managers chosen from public and private sector institutions is not equal.
- The study did not consider the educational and cultural background of the managers.

References

- ✘ Andrews, J., Cameron, H., & Harris, M. (2008). All change? Managers' experience of organizational change in theory and practice. *Journal of Organizational Change Management*.
- ✘ Johnson, G. (2000). Strategy through a cultural lens: Learning from managers' experience. *Management Learning*, 31(4), 403-426.
- ✘ Momeni, N. (2009). The relation between managers' emotional intelligence and the organizational climate they create. *Public Personnel Management*, 38(2), 35-48.

- ✕ Pathak, D., & Srivastava, S. (2017). Understanding the Role of Demographic Diversity on Mentoring and Job Satisfaction: A Study on Managers in Information Technology (IT) Industry in India. *South Asian Journal of Management*, 24(2).
- ✕ Popli, S., & Rizvi, I. A. (2015). Exploring the relationship between service orientation, employee engagement and perceived leadership style: a study of managers in the private service sector organizations in India. *Journal of Services Marketing*.
- ✕ Skakon, J., Kristensen, T. S., Christensen, K. B., Lund, T., & Labriola, M. (2011). Do managers experience more stress than employees? Results from the Intervention Project on Absence and Well-being (IPAW) study among Danish managers and their employees. *Work*, 38(2), 103-109.

