

# Exploring the Relationship between Self-Management Skills and Demographic Factors among Managers in Kathmandu-based Organizations

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## Abstract

**Background:** Self-management skills (SMS) are vital for all managers to increase managerial performance and Well-Being (WB), yet few studies have been conducted in Nepal regarding this topic.

**Purpose:** The main aim of this paper is to explore the relationship between Self- Management Skills (SMS) and Demographic Factors (DF) among managers in Kathmandu- based organizations.

**Methods:** The study utilized a convenience sampling approach and a cross-sectional method with respondents (n=429)- managers, employing online questionnaires due to COVID-19. The study was tested for reliability and validity. SMS questions with five-point scales were used, resulting in 50 Self-Management Skills Scores (SMSS). A score of > 25 indicated a high score, while <25 indicated below-average scores. Descriptive and regression analyses were used to analyze the data.

**Findings:** The results revealed that 63.1% of the managers had Self-Management Skills Scores (SMSS) below the average level. Demographic factors such as age, gender, and SMS training were correlated with SMS.

**Research limitations/Practical Implications:** There are limitations with self-reported data, single data collection, and unknown total population. According to the study, managers' SMS competence is influenced by their SMS training, age, and gender. Organizations should invest in training and development to improve managerial skills, especially in the healthcare sector. Diversity, Equity, and Inclusiveness (DEI)-related initiatives and improved hiring practices

should be given primary priority.

**Originality/Value:** This research explores a deserved need to learn how SMS can help create a person's nurturing personality.

## **Keywords**

Demographic Factors (DF), Manager, Organization, Self-Management Skills (SMS)

## **Article Type**

Research paper

## **Backgrounds**

Effective SMS is crucial for individual working in any professional situation. Managers, in particular, require strong SMS to accomplish their job duties successfully, such as time management, responsibility, self-control, self-motivation, self-commitment, self-responsibility and self-adaptability. In the context of Kathmandu-based organizations, where the work environment may be complex and challenging, SMS are vital. This study aims to explore the relationship between SMS and DF among managers. Demographic features, such as age, gender, education, and previous training, may influence a person's SMS. Considerate the relationship b/t SMS and demographic features can support organizations strategy effective preparation programs to improve managers' skills. Moreover, exploring the relationship between SMS and DF among managers in Kathmandu-based organizations can deliver understanding into the unique challenges faced by professionals in this context. This study may also encourage a larger body of study on SMS and its influence on job performance in different work settings.

Every institute is searching for ways to accomplish organizational quality to better serve their clients and survive in this competitive era. Competition among administrations creates an innovation war. To survive, administrations seek excellence by empowering workers to self-manage. Well-managed workforces are more devoted and involved, leading to success. This study resonates with literature on the positive association between self-management and organizational quality (Ghali et al., 2018). In essence, effective SMS, which entails taking charge of one's actions and activities, are a vital managerial competency. The worry is that managers without accomplished SMS may have adverse effects on the business (Steyn & Van Staden, 2018). However, research findings showed that SMS has a greater positive impact on both the quantity and quality of individual output (Palvalin, van der Voordt, & Jylhä, 2017). Additionally, the optimum levels of self-esteem, self-efficacy, and societal connectivity significantly affect the relationship between contribution and WB (Brown, Hoye, & Nicholson, 2012).

## **Self-Regulation Skill (SRS)**

Self-Regulation Skill (SRS) is a critical skill that allows individuals to control their thoughts, feelings, and desires while pursuing their long-term goals. It involves being mindful of one's emotions and using appropriate coping strategies to deal with difficult situations. The ability to regulate one is essential for success in various life domains, including work. A study conducted by Madrid et al., (2020), showed that affect-improving emotion regulation was positively associated with positive feelings even though working, increasing the probability of positive results towards the job and the organization. However, fatigue in the office involves both physical and mental aspects and is high among doctors globally. A study conducted in China showed that 950 doctors had recorded a mean score of fatigue as high as 8.02 (SD=3.39)(Liu et al., 2018). In addition, self-control is a valuable resource. A meta-analysis of 83 studies found a significant effect on task performance (Hagger et al., 2010). It has also been shown that SRS are correlated with job performance and demographic factors including age, gender, and educational attainment. Gender has also been shown to be related to SRS, with a meta-analysis of 36 studies proposing that men and women contrast in their use of cognitive emotion regulation strategies. Men have a tendency to use these strategies less often than women. Women have a tendency to use confident emotions to a greater extent for reconsideration of negative emotions (McRae, K., Ochsner, K. N., Mauss, I. B., Gabrieli, J. J., & Gross, 2008). Finally, education has been found to be positively related to SRS. A study found that individuals with a higher level of education had better skills for SRS than those with a lower level of education. This may be due to the fact that education provides individuals with more opportunities to learn and develop SRS. In conclusion, SRS is essential for success in various life domains, including work. Demographic features such as age, gender, and education level have also been revealed to be associated with SRS among managers. Future research could discover how organizations can help managers ripen their SRS, regardless of their demographic characteristics.

## **Self-Motivation Ability (SMA)**

The review also emphasized the significance of managerial enactment, job fulfillment, and organizational success overall in terms of SMA skills. The study offers necessary evidence to indicate that managers and administrations may utilize to realize the role that SMA plays in increasing one's career and professional growth. In this regard, one study conducted by Aloysius (2012) examined the association between SMA for accomplishment, job satisfaction, and job performance among 62 school teachers from six primary schools. The results indicated that there is a positive association between SMA for attainment and job satisfaction as well as job enactment. Another study model offers that three classes of factors—psychological states, job features, and individual characteristics—interrelate to create internal motivation in persons for effective job performance. The model was confirmed on 658 employees employed in 62 jobs in a small institute, and its validity was supported (Hackman & Oldham, 1976). A

study y Odanga (2018) that measured a people of 113,314 students found that endorsing self-discipline, goal orientation, integrated extrinsic motivation, time management, and an autonomous supportive culture environment can grow SMA. Likewise, another study by Davies et al. (2017) measured SMA in 7,571 persons and discovered gender differences in motivation and values and their influence on women's sharing in administration roles. The study revealed that women differ suggestively from their male peers. Additionally, this study associated the educational motivation and professional decidedness of university scholars based on gender, years of study, and academic accomplishment. The outcomes showed that educational motivation had a positive result on professional decidedness (Koyuncuoglu, 2020). Overall; these studies deliver a valuable understanding of the association between SMA and DF among managers and emphasized the status of SMA in increasing individual and administrative performance.

### **Self-Responsibility Ability (SRA)**

Self- Responsibility Skill (SRA) is a thought of modern eras; though, it has origins going back to ancient eras (Maier, 2019). The relationship between SRA and DF among managers has been the focus of several studies (King, 2010; Maier, 2019; Mukhlynina et al., 2016). A study demonstrates the need for a cohesive understanding of personal responsibility in reasoned action theory and offers valuable suggestions for cultivating wisdom (King, 2010). Likewise, employees who take responsibility for their professional duties, learn how to implement them, are accountable for them, and tend to have higher productivity (Mukhlynina et al., 2016). Similarly, the study suggested that individuals who exhibited a higher level of SRA and SMS had better JP and JS (Mukhlynina et al., 2016). However, corporations can yield greatly from ensuring self-responsible leaders and well-informed employees. According to a study with 512 participants that involved EE and support programs, responsible leadership and information sharing had indirect effects on JP (Lin et al., 2020). Overall, these studies suggested that SRA and SMS are crucial for managers' success and can be enhanced through appropriate training and development programs. Self- responsibility skill is about executing own duties with integrity and caring about the results (Maier, 2019).

### **Commitment Ability (CA)**

Commitment is a vital characteristic of effective managers. Commitment denotes to the aptitude of an individual to commit to their goals and strategies without any exterior pressure. The drive of this literature review is to discover the relationship between Commitment Skills (CA) and DF among managers. Numerous studies have analyzed the relationship between CA and DF among managers. For instance, the study conducted among Nepal Telecom employees involving 322 respondents assessed Organizational Commitment (OC) and its effects on DF, such as age, gender, and work experience. The study outcome revealed that age and work experience are significantly connected with employee commitment, though the high and low

working years of employees show differences (Jain & Lamichhane, 2020). Similarly, studies on school teachers show a managerial role in the lecture theater, institute, and the broader community. Their CA is crucial for attracting the abilities, information, and intelligence of the school community. Likewise, another study showed on 352 nurses establishes that OC facilitated the relationship b/t organizational support and JS with the quality of care delivered and that, the observed work setting was found to have an influence on JS and the quality of care (Ahmad et al., 2022). In general, the literature advises that age, gender, education level, and years of work experience have revealed important relationships with CA in some studies, while in others, these factors did not show significant relationships. These results can contribute to organizations in deciding on and increasing managers who own strong CA abilities, which can increase their actions and eventually contribute to the accomplishment of the institute.

### **Adaptability Ability (AA)**

Adaptability Ability (AA) has grown to immense significance in the modern business setting due to their character in coping with change and challenges in the work setting. The existing literature discovers the association between AA and DF such as age, gender, training, and education among managers. Adaptability is a dynamic ability for managers as it empowers them to change to changing circumstances. This paper observes comments, learning opportunities, and leader types associated with AA. The literature advises that AA is inclined by criticism, cognitive abilities, and community capabilities (Zaccaro et al., 2009). In addition, the improvement of AA is vital for managerial success and survival. This article reviews research on training techniques for increasing AA, with observed diversity and strategic evidence delivery. It discovers their usage in proper preparation, progressive work practices, and self-development, along with cross-cultural compliance (Nelson et al., 2010). According to the study's findings, an organization's strategic goals ought to include lifelong learning. The necessity for career development is a crucial stage of future career AA must be shared by both people and companies. Their ability to adapt to changes in technology, legislation, and procedure in their workplace is crucial (Li, 2022). For managers it allows them to adapt to changes in their working background. Many studies have observed the association between AA and DF. A study conducted by Thapa et al. (2023) found that one of the top soft skills, AA, provides privileges for both personal and professional life, such as SMS. The establishment of an employee's own ability is influenced by several DF, and data has suggested that work experiences, marital status, training, and education play an important role. In conclusion, AA, in particular, is a critical skill for managers in today's speedily shifting business situation. The researchers suggested that DF features such as age, gender, education, and training can affect the change of AA among

## Questions

This study aimed to answer two research questions;

- 1) What is the extent of self-management skills (SMS) among managers?
- 2) Is there a correlation between certain demographic factors (DF) such as age, gender, marital status, education level, and training with SMS among managers?

**Hypothesis (H1):** There is a significant relationship between selected demographic factors (DF), including age, gender, marital status, education level, and training, and self-management skills (SMS) among managers in selected enterprises.

Figure 1- Design Methodology of the Study  
**Design/Methodology/Approach**



Fig. 1 shows that selected demographic factors, including age, gender, marital status, education level, and training, affect managers' self-management skills(SMS).

## DESIGN/METHODOLOGY/APPROACH

A list of all types (Small, medium, and large) of businesses in Kathmandu, Nepal, are included in the sampling frame for this research project. For this study, the research population was determined using Cochran's Formula. Researchers use this tool to determine sample size in organizations with a population that is unknown. It was challenging to gather data from businesses; in the current study, as the researcher was unable to obtain employee information due to a lack of access to employee database. The study used convenient sampling based on the aforementioned criteria. All levels (Junior to seniors) of managers who participated in the study were asked about their use of social networking platforms such as WhatsApp, Viber, LinkedIn, and Messenger. Each respondent received a message that explained the study's objectives and specified that the information gathered would only be used for educational reasons.

## Instruments

The SMS questionnaire consisted of ten statements on a modified Likert scale with a maximum of five points on a scale from "always" to "never." A total of 50 self-management skills score (SMSS) statements were included. A score of >25 indicated a high score for the SMS, However,

<25 was seen to be below average.

**The reliability test:** For ascertaining the reliability, it was found that; Cronbach's Alpha was 0.81, as the value of Cronbach's alpha is more than 0.7 then it is concluded that all the variables fit in the reliability test (Steyn & Van Staden, 2018).

**Content validity:** Content validity was obtained to conform to the validity for the study. The final calculated relevance of each question was determined by dividing the total number of experts who chose "very relevant," "relevant," and "somewhat relevant" by the sum of experts. Questions with CVI of 70% or more are acceptable, while those with less than 70% should be rethought or eliminated (White, 2007).

**Construct validity:** Construct validity is the key indicator of the effectiveness of measuring tools in research and determines how well a questionnaire might measure the things it was designed to evaluate (Strauss & Smith, 2009). The best way for determining intellectual validity is a CFA. It was carried out to statistically examine the construct's reliability. In this investigation, CFA generated a result of 0.86, which is higher than the desirable cut-off value of 0.50.

To achieve the study's objectives, researchers used SPSS, descriptive statistical, and a regression analysis model.

**Ethical consideration:** The study examines aspects of workplace or organizational success and is conducted in situations in which participants are not at risk while maintaining participant confidentiality. The participants were informed about the data, the completion date of the study, and the window for providing feedback. Participants had the right to revoke their participation at any time.

## Findings

In this study, researchers observed into the prevalence of SMS among managers and the associated DF using the SPSS program for descriptive analysis and the Pearson correlation coefficient. Even though the validity and reliability tests were examined by the researchers, both found that this study had significant dependability.

**Table 1. Socio- Demographic Factors (DF) of the managers**

	Frequency	Percentage (%)
<b>Age (years)</b>		
20- 30	52	12.1
30-40	94	21.9
40-50	123	28.7

50- 60	113	26.3
above60	47	11
<b>Gender</b>		
Male	312	72.7
Female	117	27.3
<b>Education Qualification</b>		
Bachelor	84	19.6
Master	210	49
M.phil	12	2.8
PhD	123	28.7
<b>Marital Status</b>		
Unmarried	96	22.4
Married	333	77.6
<b>Self- Management Skill (SMS) training</b>		
No	332	77.4
Yes	97	22.6

According to Table 1, the majority of the 28.7% of managers in this study are between the ages of 40 and 50, the majority of managers (72.2%) are men, the majority of managers (49%) have master's degrees, the majority of managers (77.6%) are married, and the majority of participants (77.4%) have not received SMS training.

**Table 2. Illustration of Self- Management Skills (SMS) among Managers**

Statement	Never %	Rarely %	Sometimes %	Often %	Always %
1.Self-Regulation Skills(SRS)	0.2	1.2	28.3	50.9	1.4



2. Self-Motivation Ability(SMA)	0.7	10.3	65.5	10.0	13.5
3. Self- Responsibility Ability (SRA)	0.5	0.7	27.7	67.6	3.5
4. Self- Care	0.9	1.9	42.7	52.4	2.1
5. Pause under Pressure	0.2	2.3	30.8	63.4	3.3
6. Decision intelligence	0.2	0.5	17.9	79.0	2.3
7. Professionalism	0.5	11	10.0	75.5	2.8
8. Adaptability Ability(AA)	0.2	2.3	27.0	35.4	35.0
9 Self Responsibility	0.2	0.9	20.0	40.0	35.3
10. Self -Trust	0.2	1.9	16.1	79.4	2.3

Table 2 presents the outcomes of the descriptive data study of SMS among managers. The majority of participants specified that SRS was 'often' practiced (50.9%), while SMA skill was indicated as 'sometimes' practiced by 65.5% of the respondents. Regarding SRA, the majority (67.6%) reported practicing them 'often.' For self-care, the majority (52.4%) reported practicing it 'often.' When under pressure, the majority (63.4%) reported taking a pause 'often,' and 79.0% reported using decision intelligence 'often.' Regarding professional behavior, 75.5% reported showing it 'often,' while 35.4% reported 'often' about AA, and 40.0% frequently reported practicing it 'often.' The majority (79.4%) reported practicing self-trust 'often.'

**Table 3. Level of Self-Management Skills (SMS) among leadership**

Level	Frequency	Percentage
<25	270	63.1
>25	158	36.9

Researchers conducted a descriptive analysis to examine the frequencies and percentages of levels of self-management skills (SMS) among managers. The results showed that 63.1 percent of managers had SMSS that were below average, while only 36.9 percent of managers had high-level SMSS.

**Table 4. Effects of Demographic Factors (DF) on Self- Management Skills (SMS) among managers**

Model	UC		SC	t	LLCI		Sig
	B	SE	Beta		ULCI	ULCI	
(Constant)	3.736	0.062		60.426	3.615	3.858	0
Age	0.005	0.014	0.02	0.358	-.022	.031	0.72
Gender	0.023	0.033	0.035	0.699	-.041	.087	0.485
Education level	- 0.004	0.014	- 0.017	-0.326	-.031	.022	0.745
Marital status	- 0.023	0.038	- 0.033	-0.605	-.098	.052	0.545
SMS Training	0.003	0.035	0.004	0.083	-.065	.071	0.934

Dependent Variable: MEAN-Self-Management Skills (SMS)

\*UC-Unstandardized Coefficients; SC- Standardized Coefficients; LLCI, ULCI Lower Level and Upper Level [Confidence Interval]; SE- Std. Error

Table 4 illustrates the association of DF with SMS. A summary of the regression analysis findings for the correlations between DF and SMS, including odds ratios, 95% confidence intervals, and p-values, is presented. The results showed that age was not significantly associated with SMS, but the beta coefficient for SMS (Beta=0.02, t=0.358; 95% confidence interval [-.022-.031], p=0.72) was positive.

The findings indicated that there was a significant association between gender and SMS. The beta coefficient for gender was 0.035, t=0.69; odds ratio (OR), 95% confidence interval [-0.041-0.087], p=0.48. Managers who were male had a positive relationship with SMS, and the p-value suggested significance, which was less than 0.05. However, the Beta coefficient was positive.

There was no evidence of a significant correlation between managers' educational qualifications and their SMS. The beta coefficient was -0.017, t=-0.32, with a 95% confidence level of [-.031-.022], p=0.74. The p-value was greater than 0.05, and the beta value was negative, indicating no significant relationship.

Marital status among managers also showed no significant relationship with SMS. The beta coefficient was -0.033, t=-0.605, with a 95% confidence level of [-.098=.052], p=0.54. The p-value was not less than 0.05, and the beta value was negative.

Regarding SMS training, the beta coefficient was 0.004, t=0.08, with a 95% confidence level of [-.065-.071], and the p-value was 0.93. The findings suggested no significant information, as the p-value did not show any significant relationship, and the beta value was positive.

## **Discussion**

The study's results shed light on the influence of DF on managers' ability to effectively manage within organizations, while the importance SMS is widely recognized, the influence of DF on SMS remains understudied. This research investigates how factors such as age, gender, marital status, education level, training, and experience related to SMS. The study is particularly relevant as the previous study has emphasized the significance of demographic variables in SMS among managers. The research indicates that DF forms the essential building blocks for managers and professionals seeking to enhance their own SMS. This includes developing SMS such as SRS, SMA, SRA, CA, AA, and regulation, which are vital for effective administration. Additional study displays that SMS has an encouraging impact on managers' performance, supporting positive emotions, adaptableness, empathy, and ethical behavior. The research study highlights that age, gender, and training are all positively related to managers' SMS, actually enhancing their self-esteem, SMA, and AA. By focusing on these critical components, organizations can adopt effective services and SMS to increase their general performance.

## **Extent of Self- Management Skills (SMS)**

To examine the level of SMS, Researchers applied descriptive statistical analysis and the evidence revealed that; the majority (63.1%); of managers in this study had SMSS that were below average. The majority of managers had poor self-management skills, despite the fact that self-management skills are significant and crucial for everyone, especially for managers. Self-management qualities include SRS, SMS, SRA, CA, AA, and OC. The outcomes presented in Tables 2 and 3 are consistent with earlier research studies that have discovered SMS among managers. For instance, a research study by Thapa et al. (2023) found that management is a skill that connects both personal and professional competencies. Self-management skill (SMS) is a personal skill that has been shown to have a positive relationship with leadership, eventually helping to raise performance at work. Though, it is worth observing that the outcomes of the present study advise that the majority of managers have below-average SMS levels. This outcome is concerning since earlier research studies have revealed that management skills are vital for effective management performance. For instance, a research study by Ghali et al. (2018) found that the management skills of employees pay to administrative success in a positive way. Likewise, another study's outcomes proposed that management skills serve as a vital managerial competency, involving taking accountability for one's activities and behaviors (Steyn & Van Staden, 2018). In conclusion, the present study's results highlight the importance of management skills for effective management however, the study result found that the majority of managers may have below-average SMS levels. It is crucial for organizations (Ghali et al., 2018; Steyn & Van Staden, 2018; Thapa et al., 2023) to invest in training and development programs to enhance manager SMS, which can lead to better performance, job satisfaction, and job performance (Alebiosu et al., 2022; Ghali et al.,

2018; Steyn & Van Staden, 2018).

## **Effect of Demographic Factors (DF) on Self - Management Skills (SMS) among managers**

The outcomes of the present study suggest that age, gender, and SMS training are main factors in influential managers' management skills in a selected institute. The positive correlation b/t age, gender, and training advised that as managers get older, they may develop more skilled at handling people and resources efficiently. This outcome is steady with earlier research, which has shown that understanding is a vital factor in developing management skills.

In this present study, age is also measured as one of the indicators that can raise the competencies of managerial skills. As people age, they have additional chances to gain understanding and cultivate the ability to efficiently employ available resources to handle diverse situations. Earlier studies have also revealed a positive relationship b/t age and management skills (Bailey et al., 2020; Jain & Lamichhane, 2020). Similarly, a study found that senior managers exhibited higher levels of self-regulation than younger managers in a study. This may be the case because older people have more experience dealing with difficult situations and have developed better-coping mechanisms and also indicating from the study adds to the body of research supporting the idea that as people age, they become more prosocial and are better equipped to create a culture that values the contributions of senior citizens as reported by (Bailey et al.,(2020 ).In addition older adults reportedly experience less distress in response to interpersonal conflicts than younger adults (Charles & Carstensen, 2009)

The positive suggestion b/t gender and management skill is also remarkable in this current study as it advises that women may be just as skilled as men in rising effective management skills. This result is in difference to some earlier research(Thapa et al., 2023), which has proposed that women face further barriers to career growth in administration roles. Though, it should be illustrious that the present study did not search the intention for this positive suggestion b/t women and managerial skills and that further study is needed to recognize this correlation fully.

The positive relationship between SMS training and management skill is perhaps the most predictable finding of the current study. The status of training and increase in improving management skills has been well proven in the leading sector(Li, 2022; Pudashini et al., 2023; Thapa, Konnur, et al., 2022). The researchers proposed that endowing in management training packages could be a meaningful deal for administrations looking to progress their management performance.

In general, the outcomes of this study have significant suggestions for administrations observing to develop their SMS. The positive relationship between age, gender, and training advises that organizations should reflect these factors when preparation organization development programs. The study also highlighted the significance of supplementary research

into the link between gender and management skills, mainly in accepting the responsive association revealed in this current study.

## **Limitations**

It is important to take into account the limitations of the current research study. The study's primary methodology was a convenient sampling approach, which might not be representative of all managers in Kathmandu-based organizations as a whole. Secondly, the study only collected data at a single point in time, limiting the ability to categorize changes over time, and it is dependent on self-reported information, which may have contributed to the social appeal. Finally, the study addressed issues with employee data retrieval that may have impacted the sample's representativeness.

## **PRACTICAL IMPLICATION**

Practical implications could be drawn from the present study on exploring the relationship between SMS and DF among managers in Kathmandu-based organizations in Nepal. The current study's outcomes showed that most managers have poor SMS score, regardless of the significance of these skills for effective working performance. Age, gender, and SMS training were established to be the key factors that influence managers' management skills. Hence, organizations must invest in the preparation and development packages to improve managers' management abilities, considering these aspects. Additionally, further studies are necessary to fully examine the positive relationship between women and management skills.

This current study used all dimensions of organizations, from small to large and comprised managers at all levels, from junior to senior. It can be useful to apply in particular industries such as the healthcare industry, where the shortage of nurses and other healthcare workforces is becoming a challenge due to COVID-19(Pudashini et al., 2023). This study could also be helpful for other skilled-based occupations, as most occupations require capable managers. Furthermore, there are diverse groups of individuals employed in organizations, as well as diversity, equality, and inclusivity (DEI), and administrations should attention on supporting gender inequality in leadership positions(Gallup Global Emotions 2022, 2022).

Furthermore, it is suggested to progress hiring and recruitment practices. Adults and and qualified persons can have developed performance levels, and administrations must consider other factors such as emotional intelligence, wellbeing, organization support(Thapa et al., 2022) and personality traits when hiring and employing managers. It is vital to provide constant care and improvement opportunities for managers to improve their SMS. Administrations could deliver training, mentoring, and other improvement opportunities to support managers' advancement of their SMS over time.

## **CONCLUSION**

In conclusion, this study provides important insights into the relationship between SMS and

DF among Kathmandu-based organizations in Nepal. According to the findings, gender, age, and training are important predictors of SMS levels; however, SMS mean was not correlated with educational level, married status, or SMS training. The bulk of managers in Kathmandu-based organizations have poor SMS levels, highlighting the necessity of investing in training and development programs to increase their managerial capabilities. The findings of this study are applicable to a wide range of professions, including healthcare and other professions requiring specialized skills. When it comes to hiring and recruitment procedures, organizations must consider emotional intelligence (EI), well-being (WB), and organization support (OS) with an emphasis on diversity, equality, and inclusiveness (DEI) in leadership positions. This is essential for managers to have constant opportunities for development and care for their SMS. In general, this study emphasizes the significance of SMS for efficient managerial performance and provides insightful information for organizations seeking to enhance the management skills of their managers.

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**Conflicts of Interest:** The researchers do not have any conflicts of interest.

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### **Abbreviations**

SMS= Self- Management Skills

SMSS=Self-Management Skills Scores

SRS=Self-Regulation Skill

SMA=Self-Motivation Ability

SRA=Self-Responsibility Ability

CA=Commitment Ability

AA=Adaptability Ability

DF=Demographic factors

JP = Job performance

JS= Job satisfaction

EE= employee engagement

OC=Organizational Commitment

WB=Wellbeing

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