



# MANAGERIAL SKILLS AND SUSTAINABILITY OF ALUMINUM INDUSTRIES IN ABIA AND IMO STATE

By

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## Abstract

This study examined the relationship between Managerial skills and Sustainability of Aluminum in Abia and Imo State. The study specifically examined the relationship between human, technical, conceptual skills and innovativeness and quality service delivery. In achieving this, data were generated from the primary source as the questionnaire was the major instrument used to generate the data. The Instrument which is the questionnaire was subjected to face and content validity and was found to be reliable using Cronbach alpha as a coefficient of internal consistency. Percentages were used to analyze the collected information while Spearman's Rank Correlation Coefficient was used to test hypotheses. The study found that there is a significant relationship between human skill and innovativeness, a significant relationship exists between human skills and quality service delivery, as well as a significant relationship between technical skills and innovativeness. The study also found that there is a relationship between technical skill and quality service delivery. Based on that the study concludes that there is a significant relationship between managerial skills and sustainability of Aluminum industries in Abia and Imo State. The study recommends among others that management of Aluminum industries should exert more effort into improving their human skills since this could be actualize through training and retraining of workers to acquire the requisite skills required for product innovation to be effective.

## Keywords:

*Managerial skill, sustainability, technical skills, human skills, innovativeness, and quality service delivery*

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## Introduction

Managerial skills are seen as the building blocks upon which effective management rests (Whetten and Cameron, 2011). Whetten and Cameron (2011) differentiate managerial skills from other kinds of managerial characteristics and practice by defining their various characteristics: behavioural; controllable; developable; interrelated and overlapping; contradictory or paradoxical. When it concerns the typology of managerial skills, several authors have identified skills that effective managers should possess (Carmeli and Tishler, 2016).

The most common classification of managerial skills was conducted by a great mind in management – social psychologist Robert Katz (2014). He was the first who provided a typology of managerial skills by identifying three types of skills: technical, human and conceptual with regard to the skills' importance for successful management. He actually set the foundations for the skill research area. All typologies that were developed after were the product of researchers' conscious awareness that there are some other managerial abilities or behaviours that are also critical to organizational success, e.g. team building, delegation, motivation, goal setting etc. Recent developments in this field point to the presence of three paramount and overlapping categories of managerial skills that play a crucial role towards increasing managers effectiveness in both private and public sector organization (Analoui, Labbaf, & Noorbakhsh 2018) task-related; people –related and self-related.

In order to be successful in planning, organizing, leading, and controlling, managers must use a wide variety of skills. A skill is the ability to do something proficiently. The degree to which each type of skill is used depends upon the level of the manager's position. Additionally, in an increasingly global marketplace, it pays for managers to develop a special set of skills to deal with global management issues.

Technical skill is the ability to apply knowledge and expertise in specialized tasks. For example, preparing a financial statement, programming a computer, designing an office building and analyzing market research are examples of technical skills. This type of skill is especially important for supervisory managers because they work closely with employees who are producing the goods and services (George 2018). Technical skills are abilities in using a specific activity in the form of processes, procedures and techniques; also, technical skills allow the implementation of the mechanisms needed to carry out certain tasks. Specialized areas of knowledge and expertise and the ability to apply that knowledge make up a manager's technical skills. Preparing a financial statement, programming a computer, designing an office building, and analyzing market research are all examples of technical skills. These types of skills are especially important for supervisory managers because they work closely with employees who are producing the goods and/or services of the firm.

Human skills are the interpersonal skills which managers apply to accomplish goals through the use of human resources. This set of skills include the ability to understand human behaviour, to communicate effectively with others and to motivate individuals to accomplish their objectives. Giving positive feedback to employees, being sensitive to their individual needs and showing a willingness to empower employees are all examples of good human relations skills. Identifying and promoting managers with good human relations skills is important for organizations. A manager with little or no human relations skills can end up using an authoritarian leadership style and alienating employees. Human skills are the ability to place themselves in a work group and the ability to communicate that can create satisfaction for two parties. Human skills have a very large part in an organization (Helfat, & Peteraf, 2015). This is based on humans as a unique basis and is not the same as nothing

else like infrastructure. Human relations skills are the interpersonal skills managers use to accomplish goals through the use of human resources. This set of skills includes the ability to understand human behavior, to communicate effectively with others, and to motivate individuals to accomplish their objectives. Giving positive feedback to employees, being sensitive to their individual needs, and showing a willingness to empower subordinates are all examples of good human relations skills. Identifying and promoting managers with human relations skills are important for companies. A manager with little or no motivational skills can end up using an authoritarian leadership style and alienating employees.

Business sustainability is a concept and practice undertaken by medium-sized businesses which embraces business conducted in a socially responsible manner with regard to the way they relate to local and global social, environmental, and economic issues. The definitions infer long-term overall commitment to maintaining equilibrium between social, environmental, and economic concerns rather than short-term profits and ad hoc, bolt-on practices (World Council on Sustainable Development, 2017). However, the focus of this study will be on the economic sustainability and will be measured via quality service delivery and innovativeness. Economic sustainability refers to practices that support long-term economic growth without negatively impacting social, environmental, and cultural aspects of the community (Abisuga-Oyekunle, Patra, and Muchie, 2019).

### **Statement of the Problem**

There is much evidence that managerial skills (MS) as organizational tools are recognized as the main driver of firm's success, there is little understanding of how these skills influence the business sustainability. Findings of prior studies about the role of managerial skills on business sustainability were established. For instance, Karamat (2013) established that leadership competencies are strategic for an organization to achieve a high level of performance in Finland while Wang, Tsui, and Xin (2011) in their studies found that that leadership competencies had negative insignificant effect on organizational performance in Indonesia. In addition, there exists lack of empirical evidence in Nigeria context about the effect of managerial skills on aluminum industries sustainability to the best of the researcher's knowledge. For instance, Bwoma (2011) sought to assess the influence of entrepreneurial skills on performance of youth group projects in Kogi State while Achoch, Gakure and Waititu (2014) conducted a study on the influence of self-awareness leadership competencies on transformation of public service reform initiatives in Nasarrawa State. These studies did not link managerial skills to aluminum industries sustainability. Therefore, the contradictory findings in other countries and lack of empirical evidence in Nigeria about the effect of managerial skills on sustainability has given room to the researcher to fill the existing gap.

### **Objective of the Study**

The study sought to determine the relationship between managerial skills and sustainability of medium scale enterprises in Abia and Imo State. The study was guided by the following specific objectives; to:

- i. determine the relationship between human skill and innovativeness;
- ii. assess the association between human skill and quality service delivery;
- iii. ascertain the relationship between technical skill and innovativeness;
- iv. examine the nexus between technical skill and quality service delivery;

## Hypotheses

This study sought to test the following research hypotheses:

**H01:** There is no significant relationship between human skill and innovativeness of aluminum industries;

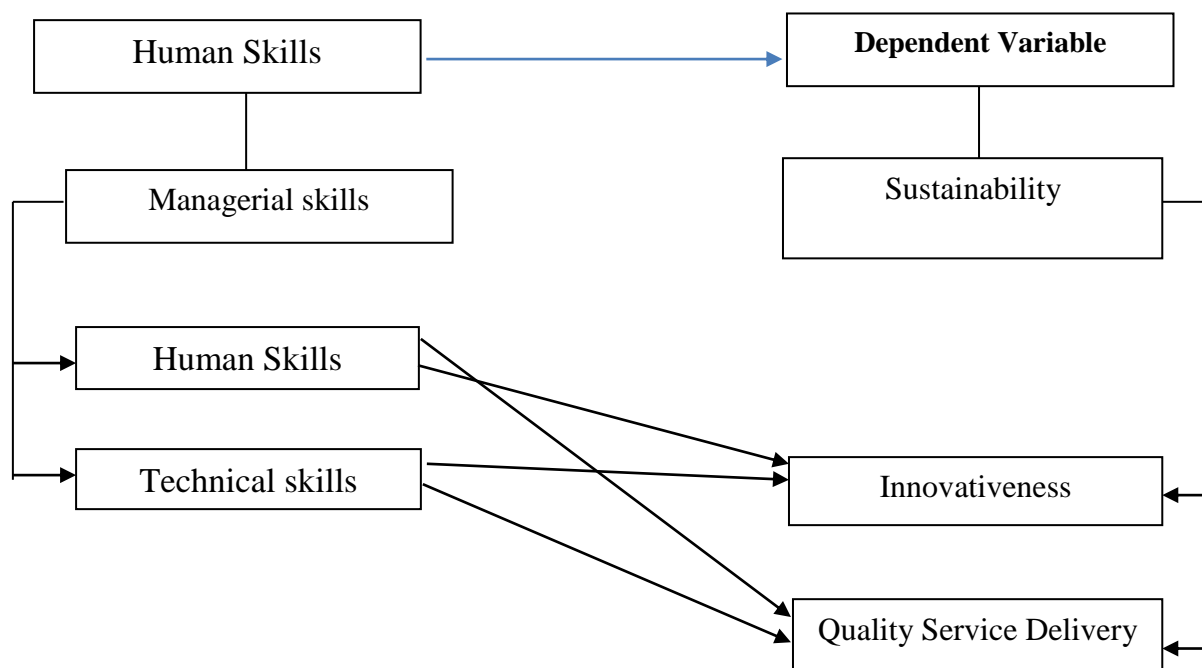
**H02:** The possession of human skill does not significantly relate with quality service delivery of aluminum industries;

**H03:** There is no significant relationship between technical skill and innovativeness of aluminum industries;

**H04:** Technical skill does not significantly relate to quality service delivery of aluminum industries;

## Literature Review

This section presents a review of literature related to the study variable. It entails literature on managerial skills and sustainability of medium scale enterprises. The section is divided into: conceptual review, theoretical review, empirical review, knowledge gap and summary.



**Figure .1 Operational Conceptual Model**

Source: Field Survey (2025)

## CONCEPTUAL REVIEW

### Management skills

Management skills have been defined by Raju (2011) as sets of qualities and attributes in the personality of managers that enable them to effectively manage the working of a firm. In other words, management skills are what a manager uses to assist an organization in accomplishing its goals. The manager may use his/her own abilities, knowledge base, experiences, and perspectives to increase the productivity of those with whom he/she manages. Underscoring the importance of management skills, (Javadin, Amin, Tehrani and Ramezani, 2010; Rosaline, 2013) observed that without these skills, in many cases the

knowledge of a manager does not have any effect. Mudaheranwa, Sharma, Tawiah, Chandok and Mvumvaneza (2014) also validated the view held by Javadinet al. (2010) and Rosaline, (2013) by stating that, for a manager to be effective and efficient, he/she must have theoretical knowledge of management and managerial skills to enable him/her to deal with internal and external challenges of the organization.

Putting the above definitions into context, managerial skills simply mean the **knowledge and ability** of the individuals in a managerial position to fulfil some specific **management activities or tasks**. This knowledge and ability can be learned and practiced. However, they also can be acquired through practical implementation of required activities and tasks. It is also the list of attributes required by an individual in a leadership position to fulfil team or organisational objectives. This can include a list of both soft and hard skills depending on the role's requirement with technical positions requiring more technical skills. Management skills -solving, decision making, people management and augmented with practical experience to ensure that executive duties are enacted effectively and correctly. Managers also need to be able to handle the complexity of interpersonal and team dynamics in order to meet their goals (Hannaway, and Hunt, 2018). All managers at different levels in an organization need to possess management skills for better performance of their tasks. Managerial skills will help them to deal with numerous issues such as those related to the customers, problems of employees, scanning of internal and external environment, optimization, ability to take risks, make appropriate decisions, visionary ideas for positive organizational climate and culture. Hence, managers must possess the managerial skills necessary for achieving organizational objectives.

Managers require various skills to perform their tasks and to raise up the performance of their organizations. These basic managerial skills which directly affect the results of the manager can be learned and gained by training (Papulova and Mokros, 2017). Various scholars and researchers have identified a number of requisite skills for managers to effectively achieve organizational objectives. However, in view of the rapidly changing world, Denhardt (2019) suggests that, entrepreneurs will be required to possess the following sets of skills and abilities to cope up with the challenges of the next century:

- a Leadership and associated skills of deliberation, team work, problem solving, negotiation, mediation, cooperation and decision making in multi-cultural setting,
- b Communication skills - written, oral, computer,
- c Information gathering, analysis and evaluation skills,
- d Critical, creative, and ethical reasoning skills and thinking abilities
- e Human relation skills essential to achieve success in culturally diverse and rapidly changing world,
- f Commitment to physical, psychological and emotional wellness.
- g Appreciation of diversity of human experiences, including the role of aesthetics and creative activities,
- h Behaviour that accords with the ethical principles and civic virtues of good and responsible citizen of the local community, the state the nation and the world,
- i Interpersonal, intra group, intergroup relationship skills essential for achieving success in complex world.

Geisler (2014) also contends that successful managers need an array of skills that are particularly well suited to times of change and challenge. In this regard, he recommends ten skills namely: strategic thinking, collaboration, emotional intelligence, critical thinking, communication, motivation, feedback, tough conversation, coaching and making values visible and vital. Similarly, from the survey conducted in 2016, the National Association of Schools of Public Affairs and Administration (NASPAA) found out that both local

government managers and private sector managers need knowledge and skills in six areas. These areas include: decision making and problem solving, ethics and integrity, communication skills, leadership, teamwork and budgeting and financial management (Zhang, Lee, and Yang 2012).

To effectively perform the responsibilities of policy-making, Zhang et al. (2012), recommend that managers require strong people skills in listening, compromising, consensus building, and practical ethics on one hand and solid knowledge in budgeting and financial management, information technologies, and analytical methods on the other hand. However, according to Vogelsang-Coombs and Miller, (2019), the managers require skills in personal (self) development, advanced communication techniques and negotiation skills; human resource development and workforce supervision; organizational! jurisdictional development; governing body leadership and team building; and community development and regional cooperation if they are to perform their roles effectively.

According to Capella University blog (2014), managers, political leaders, conceptual service administrators would require four essential skills namely; skills for effectively managing and raising resources, for establishing collaborative networks, for making informed decisions and for developing innovative solutions. Mudaheranwa et al. (2014) identified ten (10) golden managerial skills which managers need to possess in order to facilitate achievement of organizational goals besides performing their managerial functions. The skills include: interpersonal, human relations, conceptual, time management, decision making, computer, communications, leadership, innovative and analytical skills.

Although some scholars, researchers and management theorists propose a long catalogue of management skills, according to (Daft, 2017; Katz, 2014), the necessary skills for managing department or an organization can be summarized in three categories: technical, human and conceptual.

### **Technical skill**

By definition, technical skill is knowledge of and proficiency in activities involving methods, processes, and procedures. It involves working with tools and specific techniques. Technical skills involve an understanding of and a proficiency in a specialized field. For example, a manager may have technical-functional skills in accounting, finance, engineering and manufacturing or computer science. Technical skills involve a hands-on activity with a basic product or process within an organization. Technical skills play an essential role in producing the actual products a company is designed to produce (Alfred, 2017).

### **Human Skill**

Human skill is knowledge about and ability to work with people. It is quite different from technical skill, which has to do with working with things (Katz, 2015). Human skills are “people skills.” They are the abilities that help a leader to work effectively with subordinates, peers, and superiors to accomplish the organization’s goals. Human skills are used to build positive interpersonal relationships, solve human relations problems, build acceptance of one’s co-workers, and relate to them in a way that their behaviour is consistent with the needs of the organization. Human skills are a manager’s ability to work well with others, both as member of a group and as a leader who gets things done. Managers with effective human skills communicate with others and motivate them to achieve goals. This means being aware of one’s own perspective on issues and, at the same time, being aware of the perspective of others. Leaders with human skills adapt their own ideas to those of others. Furthermore, they create an atmosphere of trust where employees can feel comfortable and secure and where

they can feel encouraged to become involved in the planning of things that will affect them. To be a leader with human skills means to be sensitive to the needs and motivations of others and taking into account others' needs in one's decision making. In short, human skill is the capacity to get along with others as one goes about his or her work (Alfred, 2017).

### **Sustainability**

Sustainability means the ability of a business meeting its needs without compromising the ability of future generations to meet their own needs. In addition to natural resources, business organizations also need conceptual and economic resources. Sustainability is not just environmentalism. Embedded in most definitions of sustainability, there is also concerns for conceptual equity and economic development (Henriques and Richardson, 2014).

### **Theoretical Review**

**Trait Theory:** The trait theory attempted to identify specific physical, mental, and personality characteristics associated with Leadership competencies success, and it relied on research that related various traits to certain success criteria (Northouse, 2017). This theory argued that leaders are people who can fully express themselves while others cannot, and this is what makes them different from other people. A leader has the right combination of traits which makes him a good leader (Bass, 2020). The meaning of this theory is that the same leadership competencies attributes are applicable for leadership competencies on a battlefield, non-profitable organization, and profitable organizations. This theory is relevant to this study since it elaborates on the characteristics of a good leader. For instance, the theory posits that the character of a leader is what determines whether he/she will be a good or a bad leader. This theory addresses the variable leadership competencies.

**Likert Leadership Theory:** Likert propounded this theory. According to Likert (1967) basic styles used in categorizing task orientation and employee orientation were incorporated to develop Likert's model of management effectiveness. Based on this model, there are four possible leadership systems.

Namely:

- I. Exploitative and authoritative
- II. Benevolent and authoritative
- III. Consultative
- IV. Participate

With respect to the exploitative and authoritative system, the subordinates carry out the tasks while manager makes all work-related decision. Managers tend to set rigid standard and methods for the subordinates to work with. Departure from these standards and methods by subordinates attract threats and punishments from the supervisor. The managers entrust little confidence in their subordinates and in return, the subordinates fear their superiors and feel that they are inferior or different from them.

Benevolent and authoritative management style operates with the manager in control and issues orders, while subordinates are given some level of flexibility in carrying out their work, however, within specific limits and procedure. The third system is the consultative style. The manager set goals and targets after due consultation with the subordinates. Though subordinates can take their own decisions on how to go about their work, however, higher-level managers handle major decisions. Threat and punishment were replaced by rewards as an instrument of motivating subordinates. In this style, subordinates are free to discuss work

related issues with their managers. In turn the managers believe that to a large extent their subordinates can be trusted to carry outwork with minimal supervision and correction.

The fourth style is the participative style. This is the last and most supported management style by Likert. Goals and targets are set, while the group makes work related decisions. This is done after incorporating the ideas and suggestions of all group members. Therefore, set goals and decisions may not be favored on personal or individual grounds. Workers are motivated with economic rewards and a sense of self-worth and importance. This style holds friendly interaction between managers and subordinates.

Conclusively, Likert's studies shows that leaders in organizational departments used the first and second styles of management mentioned with low productivity. High producing departments in an organization are those managed through consultative and participative leadership style.

### **Empirical Review**

This section reviews literature from prior scholars regarding management skills and sustainability of medium scale enterprises.

Jalil, Shahram, Farzad, Majid, and Behnam (2021) studied general management skills for the hierarchy of managers in Iranian Tejarat Bank to identify, assess, prioritize, and enhance the required general skills. The research is an inductive, cross-sectional case study with a mixed-methods design. Data were collected using document analysis, interviews, and questionnaires in two steps: stratified sampling in the first phase, including 63 subjects, and random sampling in the second step, including 2220 subjects. The questionnaire has been included from items achieved from interviews in the first step. After data collection, exploratory factor analysis and t-test were used, and the Friedman test was used to rank the components and indicators. The results indicated that five skills are necessary for all three managerial positions: behavioral, interaction, personal, leadership, and managerial skills. Also, there are significant differences in the priority of skills in three levels. The highest-ranked skills for top, middle and first-line management were self-management, teamwork, and judgment.

The study by Aamir, Muhammad, Roosa, Aroj and Iqra (2021) empirically examines the impact of managerial ability on firm performance. Using the sample of 246 firms listed at Pakistan Stock Exchange during 2019 to 2017, this study finds that more able managers significantly increase the firm performance while less able managers significantly reduce the firm performance. These findings hold for both accounting and market measures of firm performance as well as alternative measures of managerial ability. Further, the study control for endogeneity and cross-sectional variation issues using 2SLS and Fama- MacBeth methods, respectively.

Muslimu and Alhassan (2020) investigated the effect of entrepreneurial skills on SMEs performance among owners/managers operating registered businesses in SabonGari Market Kano, Nigeria. Descriptive survey research design was used while a sample size of one hundred and seventy two (172) business owners/managers were drawn from the population. Probability sampling technique was used which involves simple random sampling. Closed-ended questionnaire served as a data collection tool for the study and Regression analysis was used to analyse the collected data. The findings indicate that entrepreneurial skills have significant effect on SMEs performance; it also shows that significant relationship exists between entrepreneurial skills and SMEs performance.

In another investigation, Gholamhossein, Mohammad, Maryam, & Hamed (2020) examined managerial skills (MKs) and performance in small businesses: the mediating role of organizational climate in Iran. The study used the survey design alongside purposeful



sampling technique. The data for the study consists of responses from 301 managers, 470 clients and 328 employees from community pharmacies in Tehran, capital of Iran, which were analyzed using structural equation modeling. Findings indicated no significant direct relationship between MSs and pharmacy performance (PP), they also confirmed that having a context-appropriate set of MSs can positively affect PP via the mediating effect of OC.

The study of Ariyo, Onileowo, and Oke (2020) was on the impact of financial planning on the financial performance of small scale business firms in Ekiti State. The study particularly determined the relationship between risk management on the financial performance of small scale business firms in Ekiti state; assessed the effect of cash budgeting on the financial performance of small scale business firms in Ekiti state and evaluated the impact of cash control on the financial performance of small scale business firms in Ekiti State. The cross-sectional research approach was employed as fifteen (15) SMEs were purposively selected from Ado-Ekiti Metropolis, one hundred and fifty respondents were further selected randomly and primary data was amassed using a well-designed questionnaire. Data gathered in the study was estimated using descriptive analysis - frequencies, inferential estimations - correlation, regression and other post estimation tests (Linearity, Normality, Serial Correlation and Heteroskedasticity Tests). Discoveries ascertained in the study demonstrated that a positive insignificant relationship exists between risk management and the financial performance of SMEs in Ekiti State; also, the study revealed that cash budgeting exerts a significant effect on the financial performance of SMEs in Ekiti State and cash control impacts positively on the financial performance of SMEs in Ekiti State. Ekeruo, Osuoha, Orji and Nnamdi(2022) found a positive relationship between talent management and organizational growth.

## Methodology

**Research Design:** The study used the survey research approaches. The survey approach was used to describe the characteristics of the sample population and the key variables used in the study. It was also used to explain and validate the research findings.

**Population of the Study:** According to Mugenda and Mugenda (2019) a research population is a well-defined collection of individuals or objects known to have similar characteristics and usually have a common, binding characteristic or trait. The study's population comprised of selected Medium Scale Enterprises operation bringing a total population size of 210 staff.

**Sample Size Determination:** The sample size for the study was determined using the following formula.

Sample formula =

$$n = \frac{N}{1 + N(e)^2}$$

Where

n = desired sample size

N= size of the population

e= Limit of error tolerance which was assured to be 5% (0.05); confidence limit.

Computing with the above formula, the number of questionnaires to be administered will be obtained

$$n = \frac{210}{1 + 210(0.05)^2}$$

$$= \frac{210}{1 + 210 \times 0.0025}$$

$$= \frac{210}{1 + 0.525}$$

$$= \frac{210}{1.525}$$

n = **138 respondents**

**Method of Data Collection:** Burns and Grove (2022) define data collection as the precise, systematic gathering of information relevant to the research sub-problems, using methods such as interviews, participant observations, focus group discussion, narratives and case histories. This study used the primary data. According to Kothari (2018), primary data refers to information that a researcher gathers from the field. Primary data was obtained from the original sources using questionnaires.

**Research Instrument:** A Comprehensive Questionnaire (close-ended) was developed and covered all aspect of the study. The instrument was designed to cover demographic information of the respondents and consideration of the dependent (Medium Scale Enterprises sustainability) and independent variable attributes (MGT skills). The instrument was designed in four likert scale namely strongly agree (4), agree (3), disagree (2), and strongly disagree (1).

**Validity of the Instrument:** Validity is the degree to which an instrument measures what it is supposed to measure. This study used both construct validity and content validity. For construct validity, the questionnaire was divided into two sections to ensure that each section assessed information for a specific objective, and also ensured that the same closely ties to the conceptual framework for this study. To ensure content validity, the questionnaire was subjected to thorough examination via expert in the field of management sciences.

**Reliability of the Instrument:** The test-retest method was used to determine the coefficient of reliability. A comparison of the outcome of the two different tests showed whether the research instrument is reliable. The pre-testing or test-retest was conducted twice in the firms with a gap of two weeks. To ascertain its consistency, the instrument was subjected to a Cronbach alpha test and coefficient of reliability of above 0.70 was obtained, hence making the instrument to be considered reliable.

**Data Analysis Techniques:** The researcher committed data analysis to descriptive statistics of percentages and correlation analysis. Percentages were used to analyze the bio data while correlation was used to test hypotheses.

**Analysis and Interpretation:** The data gathered by way of questionnaire administration were presented in tables, analyzed using percentages and the results were interpreted. The hypotheses for the research were also tested.

**Questionnaire Analysis** Out of the 138 copies of the questionnaire distributed, only 131 questionnaire copies were properly filled and returned. This means that 95% of the copies distributed were returned after being properly filled.

## Core Questionnaire

### Analysis and Results of Hypotheses

#### Hypotheses One to four

In this section, the Spearman rank correlation coefficient was employed to address hypotheses respectively since the normality assumption of the error term was not all satisfied.

#### Testing of Hypothesis One

**H0<sub>1</sub>:** There is no significant relationship between human skill and innovativeness of aluminum industries;

**Table 1: Spearman's Rank Correlation Summary for innovativeness and human skill**

Variables	N	$\Sigma$	$\bar{X}$	SD	r
Innovativeness	131	1268	9.679	4.052	0.584
Human skill	131	1216	9.282	3.178	
Moderate Relationship					

**Source:** Extracted from SPSS Output (See Appendix III)

Table 1 shows the result obtained in respect of hypothesis one. The result reveals that the Spearman rank correlation coefficient is 0.584, which is moderate. This implies that there is a moderate relationship between human skill and innovativeness.

#### Testing of Hypothesis Two

**H0<sub>2</sub>:** The possession of human skill does not significantly relate with quality service delivery of aluminum industries;

**Table 2.Spearman's Rank Correlation Summary for quality service and human skill**

Variables	N	$\Sigma$	$\bar{X}$	SD	r
Quality service	131	1985	15.153	3.336	0.585
Human skill	131	1216	9.282	3.178	
Moderate Relationship					

**Source:** Extracted from SPSS Output (See Appendix IV)

Table 2 shows the result obtained in respect of hypothesis two. The result reveals that the Spearman rank correlation coefficient is 0.585, which is moderate. This implies that there is a moderate relationship between human skill and quality service.

### Testing of Hypothesis Three

**H0<sub>3</sub>:** There is no significant relationship between technical skill and innovativeness of aluminum industries;

**Table 3: Spearman's Rank Correlation Summary for innovativeness and technical skill**

Variables	n	$\Sigma$	$\bar{X}$	SD	r
Innovativeness	131	1409	10.756	4.074	<b>0.635</b>
Technical skill	131	1216	9.282	3.178	

#### High Relationship

**Source:** Extracted from SPSS Output (See Appendix V)

Table 3 shows the result obtained in respect of hypothesis three. The result reveals that the Spearman rank correlation coefficient is 0.635, which is high. This implies that there is a high relationship between technical skill and innovativeness.

### Testing of Hypothesis Four

**H0<sub>4</sub>:** Technical skill does not significantly relate to quality service delivery of aluminum industries;

**Table 4: Spearman's Rank Correlation Summary for Quality Service delivery and Technical skills**

Variables	n	$\Sigma$	$\bar{X}$	SD	r
Quality Service	131	1268	9.679	4.052	<b>0.503</b>
Technical skill	131	1363	10.405	3.821	

#### Moderate Relationship

**Source:** Extracted from SPSS Output (See Appendix VI)

Table 4 shows the result obtained in respect of hypothesis four. The result reveals that the Spearman rank correlation coefficient is 0.503, which is moderate. This implies that there is a moderate relationship between technical skill and quality service delivery.

### Discussion of Findings

The study has examined the relationship between managerial skills and sustainability of Aluminum industries in Abia and Imo State. The study was able to find out that on a general note, that there is a significant relationship between managerial skills and sustainability of medium scale enterprises. This discussion was generally accepted based on the analyses that were performed on the proposed hypotheses. The findings from the first hypotheses reveals that the Spearman rank correlation coefficient is 0.584, which is moderate. This implies that there is a moderate relationship between human skill and innovativeness.

On whether there is a relationship between human skill and quality service delivery, the result reveals that the Spearman rank correlation coefficient is 0.585, which is moderate. This implies that there is a moderate relationship between human skill and quality service.

In furtherance with the test of hypothesis on the relationship between technical skill and innovativeness, the study was able to ascertain that there is a significant relationship between technical skill and innovativeness of medium scale enterprises. The result reveals that the Spearman rank correlation coefficient is 0.635, which is high. This implies that there is a high relationship between technical skill and innovativeness

In a similar manner, Table 4 shows the result obtained in respect of hypothesis four. The result reveals that the Spearman rank correlation coefficient is 0.503, which is moderate. This implies that there is a moderate relationship between technical skill and quality service delivery.

These findings are all in agreement with the empirical work of Jalil, Shahram, Farzad, Majid, and Behnam (2021) that provided general management skills for the hierarchy of managers in Iranian Tejarat Bank to identify, assess, prioritize, and enhance the required general skills. The results indicated that five skills are necessary for all three managerial positions: behavioral, interaction, personal, leadership, and managerial skills. The study by Aamir, Muhammad, Roosa, Aroj and Iqra (2021) empirically examined the impact of managerial ability on firm performance. The study conclude that able managers enhance the firm value, and the effects are stronger in financially constrained firms. In the same vein, Ekeruo, Osuoha, Orji and Nnamdi(2022) found a positive relationship between talent management and organizational growth in manufacturing firms at Aba, Abia State, Nigeria.

## **Conclusion**

The study concludes that generally there is a significant relationship between managerial skills and sustainability of aluminum industries in Abia and Imo State. This is to show that human skill, and technical skill significantly relate to innovativeness and quality service delivery.

## **Recommendations**

Based on the findings and conclusion, the study recommends that;

1. Management of the studied may exert more effort into improving their human skills this could be actualize through training and retraining of workers to acquire the requisite skills required for product innovation to be effective.
2. Quality service delivery is the priority of every firm and as such should be given utmost concern. Managers of the selected firms as a matter of fact should ensure that the application of their skills is such that would enhance the satisfaction of their customers.
3. In keeping abreast with technological changes can be the top priority of the firms if they are to maintain a larger percentage of the market. Hence, the firms could pay a lot of attention to technical skill and equally invest in those technologies that will improve their innovativeness and enhance quality service delivery.
4. Competitive advantage can only be achieved and sustained when an organization sees product innovation as a strategy that must be pursued based on market trend. Hence, management of the studied firms may seek to innovate regularly to attract new and retain existing customers.

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