

Analyzing the Efficacy of Management Tools to Improve Personal Skills and Performance of Islamic Religious Leaders Working in Public and Private Sector Organizations of Pakistan

Ahmed Raza Khan¹
Dr. Aijaz Ali Khoso²
Professor Dr. Aamir Firoz Shamsi³

Abstract

The contemporary organizational environment requires professionals to possess not only domain-specific expertise but also managerial competencies that enhance personal effectiveness and workplace performance. This study examines the efficacy of management tools in improving the personal skills and performance of Islamic religious leaders working in public and private sector organizations of Pakistan. Drawing upon the fundamental management functions of planning, organizing, leading, and controlling, the study investigates the direct effects of management tools on personal skills and performance, as well as the mediating role of personal skills in the relationship between management tools and performance. Guided by the positivist paradigm, the study employed a quantitative cross-sectional research design. Primary data were collected through a structured questionnaire from 400 male Islamic religious leaders working in various public and private sector organizations across Pakistan using a convenience sampling technique. Data were analyzed using the Statistical Package for Social Sciences (SPSS), incorporating reliability analysis, correlation analysis, regression analysis, and mediation analysis. The findings revealed that management tools significantly and positively influence personal skills and performance. The results further demonstrated that personal skills significantly enhance performance and partially mediate the relationship between management tools and performance. The study concludes that the application of management science tools contributes substantially to the development of communication, leadership, interpersonal, decision-making, and problem-solving competencies, which subsequently improve professional performance among Islamic religious leaders. The findings support the assumptions of Human Capital Theory and Social Learning Theory and highlight the importance of integrating management science education into the professional development of religious leaders working within organizational settings. The study contributes to the emerging literature on management competency development in non-traditional professional contexts and offers practical implications for policymakers, organizational leaders, training institutions, and administrators seeking to enhance organizational effectiveness through competency-based development initiatives. Ultimately, the study demonstrates that management tools serve as valuable mechanisms for strengthening personal skills and improving performance among Islamic religious leaders working in both public and private sector organizations of Pakistan.

Keywords: Management Tools, Planning, Organizing, Leading, Controlling, Personal Skills, Performance, Islamic Religious Leaders, Public Sector Organizations, Private Sector Organizations, Human Capital Theory, Social Learning Theory.

¹ PhD Scholar, Department of Management Studies Bahria University Karachi Campus, Pakistan.

² Assistant Professor, University of Sufism and Modern Sciences, Bhitshah.

³ Department of Management Studies Bahria University Karachi Campus, Pakistan

1. Introduction

The twenty-first century has witnessed significant transformations in organizational structures, work processes, and leadership expectations. Globalization, technological advancement, increased accountability, and rapidly changing stakeholder demands have compelled organizations to seek more efficient approaches to managing human resources and improving employee performance. In response to these developments, management science has emerged as a critical discipline that provides systematic tools and techniques for enhancing individual and organizational effectiveness. Among the most fundamental management functions are planning, organizing, leading, and controlling, which collectively form the foundation of effective managerial practice (Robbins & Coulter, 2017). These management tools are increasingly recognized not only as essential competencies for managers but also as valuable capabilities for professionals operating in diverse occupational settings. Management tools contribute substantially to workplace effectiveness because they provide individuals with structured approaches for setting objectives, coordinating activities, utilizing resources efficiently, motivating others, and monitoring progress toward desired outcomes. Organizations that encourage the application of sound management principles often experience improved productivity, better decision-making, stronger employee engagement, and enhanced organizational performance (Daft, 2016). Consequently, the ability to understand and apply management functions has become an important requirement for professionals seeking to perform effectively in contemporary organizational environments.

The growing importance of management competencies extends beyond conventional business and administrative roles. Professionals working in educational, social, religious, and public and private service sectors increasingly face responsibilities that require planning activities, organizing resources, leading individuals, and ensuring accountability. As organizational environments become more complex, employees are expected to possess not only technical expertise but also managerial capabilities that enable them to respond effectively to changing circumstances and emerging challenges (Griffin, 2016). Therefore, management science tools have become relevant across a broad range of professions and organizational contexts.

Within Pakistan's public and private sector organizations, Islamic religious leaders perform a unique and influential role. In addition to providing religious guidance, they frequently engage in educational activities, counseling, ethical mentoring, conflict resolution, community interaction, and welfare-related initiatives. Their responsibilities often require interaction with employees, management, and members of the public and private, making effective communication, leadership, coordination, and decision-making increasingly important. While religious knowledge remains fundamental to their professional role, contemporary organizational realities require Islamic religious leaders to possess additional competencies that enable them to function effectively within structured institutional environments.

One of the most significant outcomes associated with the application of management tools is

the development of personal skills. Personal skills encompass a broad range of competencies including communication, interpersonal effectiveness, problem-solving, decision-making, leadership, adaptability, self-management, and time management. These skills have become increasingly important because they influence how individuals interact with others, address workplace challenges, and achieve professional objectives (Whetten & Cameron, 2016). Research has consistently demonstrated that employees possessing strong personal skills are better equipped to perform their duties effectively and contribute positively to organizational success (Boyatzis, 2008).

Management functions inherently provide opportunities for the development of personal skills. Planning encourages analytical thinking and goal-setting abilities; organizing strengthens coordination and resource management capabilities; leading enhances communication, motivation, and interpersonal effectiveness; and controlling promotes accountability, evaluation, and problem-solving competencies. Through the practical application of these management functions, individuals acquire experiences that contribute to personal growth and professional development. Consequently, management tools can be viewed as important mechanisms through which employees enhance their personal capabilities and workplace effectiveness.

The importance of personal skills has received growing attention in organizational research due to their close association with employee performance. Performance is widely regarded as a critical indicator of individual effectiveness because it reflects the extent to which employees successfully accomplish assigned responsibilities and contribute to organizational objectives (Armstrong, 2014). Scholars have argued that employees who possess strong personal competencies are more likely to demonstrate higher productivity, improved decision-making, better teamwork, and greater adaptability in dynamic work environments (Spencer & Spencer, 1993). Thus, personal skills represent a valuable resource that can facilitate superior performance across different occupational settings.

The increasing complexity of contemporary organizations further highlights the necessity of integrating management knowledge with professional expertise. Modern institutions require individuals who can think strategically, coordinate multiple responsibilities, communicate effectively, manage relationships, and adapt to changing organizational requirements. Such expectations are particularly relevant for Islamic religious leaders working within public and private organizations, where responsibilities often extend beyond traditional religious functions. The ability to utilize management tools can assist these professionals in fulfilling their duties more effectively while simultaneously enhancing their personal capabilities and overall performance. Despite extensive research on management practices and employee effectiveness, relatively limited scholarly attention has been devoted to understanding the role of management science tools among Islamic religious leaders. Existing literature has predominantly focused on managers, educators, healthcare professionals, and corporate employees, leaving an important gap regarding religious professionals operating within public and private sector institutions. Given the increasing expectations placed upon Islamic religious leaders in contemporary organizations, it is important to examine how management

tools contribute to their personal and professional development.

This study is important because it addresses a contemporary organizational need: the integration of management science principles into professions that have traditionally relied primarily on domain-specific expertise. By exploring the relationship between management tools, personal skills, and performance among Islamic religious leaders, the study contributes to a broader understanding of how managerial competencies can enhance effectiveness in public and private sector environments. The findings are expected to provide valuable insights for policymakers, organizational leaders, training institutions, and professional development practitioners seeking to strengthen the capabilities and performance of Islamic religious leaders in Pakistan. Ultimately, the contemporary era demands professionals who are capable of combining specialized knowledge with effective management practices. The ability to plan systematically, organize efficiently, lead constructively, and control organizational activities has become increasingly essential for achieving personal and organizational success. Understanding the influence of these management tools on personal skills and performance is therefore not only academically relevant but also practically significant for improving human resource effectiveness

2. Literature Review

The present study is primarily grounded in Human Capital Theory and Social Learning Theory. Human Capital Theory proposed by Becker (1993) argues that knowledge, skills, competencies, and abilities possessed by individuals constitute valuable organizational assets that contribute significantly to performance and productivity. The theory suggests that investments in managerial knowledge and competency development improve employee effectiveness and ultimately enhance organizational outcomes. Human capital development enables individuals to acquire new competencies, improve decision-making capabilities, and perform their responsibilities more effectively (Becker, 1993; Alnachef & Alhajar, 2017; Obiekwe, 2018). Similarly, Social Learning Theory developed by Bandura (1986) explains that individuals acquire knowledge, behaviors, and competencies through observation, interaction, experience, and practice. Within organizational settings, management practices provide opportunities for individuals to develop communication abilities, leadership capabilities, interpersonal competencies, and problem-solving skills. Through repeated engagement in planning, organizing, leading, and controlling activities, employees gradually develop personal skills that subsequently improve performance outcomes (Bandura, 1986). The theory therefore provides a strong explanation for how management tools contribute to personal skill development and improved workplace effectiveness. Together, these theories suggest that management tools serve as developmental mechanisms through which Islamic religious leaders can enhance their competencies, strengthen personal skills, and improve their performance within public and private sector organizations.

2.1 Management Tools and Personal Skills

Management science identifies planning, organizing, leading, and controlling as the four fundamental functions that guide organizational effectiveness. These functions provide systematic approaches for goal setting, resource allocation, coordination, motivation,

supervision, and performance evaluation. According to classical management scholars, management tools enable individuals to accomplish organizational objectives efficiently while simultaneously improving their professional capabilities (Robbins & Coulter, 2017; Daft, 2016). Planning involves establishing objectives, forecasting future requirements, prioritizing activities, and determining appropriate courses of action. Through planning activities, individuals develop analytical thinking, strategic awareness, foresight, and decision-making capabilities. Planning requires individuals to anticipate challenges, evaluate alternatives, and formulate solutions, thereby enhancing critical personal competencies required for professional success (Drucker, 2007).

Organizing focuses on arranging resources, assigning responsibilities, coordinating activities, and establishing structures necessary for achieving objectives. Individuals involved in organizing functions develop coordination skills, communication competencies, teamwork capabilities, and resource management abilities. Effective organizing also enhances interpersonal effectiveness because it requires collaboration among multiple stakeholders (Kapur, 2018). Leading refers to influencing, motivating, guiding, and directing individuals toward the achievement of organizational goals. Leadership activities contribute directly to the development of communication skills, emotional intelligence, interpersonal relations, conflict management capabilities, and motivational competencies. Research consistently demonstrates that leadership responsibilities strengthen employees' personal and professional competencies through practical experience and social interaction (Whetten & Cameron, 2016).

Controlling involves monitoring activities, evaluating outcomes, identifying deviations, and implementing corrective actions. This function enhances problem-solving skills, accountability, analytical abilities, attention to detail, and self-management competencies. Employees engaged in control-related activities learn how to assess performance, interpret information, and make evidence-based decisions that contribute to improved effectiveness. Human Capital Theory suggests that management knowledge represents an important investment in employee development because it enhances competencies and capabilities that contribute to workplace effectiveness (Becker, 1993). Studies on competency development indicate that management-related interventions significantly improve employee skills, knowledge, and professional capabilities (Owoeye & Muathe, 2018; Khayinga & Muathe, 2018). For Islamic religious leaders working in public and private sector organizations, management tools may be particularly important because their responsibilities increasingly require communication, coordination, counseling, planning, leadership, and stakeholder engagement. The application of management functions can therefore contribute substantially to the development of personal skills necessary for fulfilling these responsibilities effectively.

H1: Management tools have a significant positive effect on the personal skills.

2.2 Management Tools and Performance

Employee performance remains one of the most extensively studied outcomes in organizational research because it directly influences productivity, efficiency, service quality,

and organizational success. Performance refers to the degree to which individuals effectively execute assigned responsibilities and contribute toward organizational objectives (Armstrong, 2014). Management literature consistently identifies planning, organizing, leading, and controlling as critical determinants of performance. Planning improves performance by providing clear objectives, reducing uncertainty, and facilitating effective resource utilization. Employees who engage in systematic planning are better able to prioritize activities and achieve desired outcomes (Robbins & Coulter, 2017). Organizing contributes to performance by ensuring efficient allocation of resources and coordination of activities. Effective organization minimizes duplication, reduces inefficiencies, and facilitates smoother workflow processes. Studies have shown that employees working within well-organized systems generally demonstrate higher productivity and effectiveness (Daft, 2016).

Leading enhances performance by increasing employee motivation, commitment, engagement, and job satisfaction. Leadership behaviors create positive work environments that encourage individuals to exert greater effort toward achieving organizational objectives. Effective leadership also strengthens teamwork and promotes alignment between individual and organizational goals.

Controlling contributes to performance by ensuring that activities remain aligned with organizational expectations and standards. Through monitoring and evaluation, individuals identify performance gaps and implement corrective actions that improve effectiveness and efficiency. Research has repeatedly demonstrated positive relationships between management quality and organizational performance. Human capital development studies indicate that management competencies contribute significantly to improved productivity, efficiency, and organizational outcomes (Alnachef & Alhajjar, 2017; Obiekwe, 2018). Similarly, competence-enhancing interventions have been found to strengthen employee effectiveness and organizational performance across multiple sectors (Owoeye & Muathe, 2018). Islamic religious leaders operating within public and private sector organizations frequently perform tasks involving administration, coordination, counseling, education, and stakeholder interaction. The effective utilization of management tools can therefore contribute directly to improved job performance by enabling these professionals to manage responsibilities more systematically and efficiently.

H2: Management tools have a significant positive effect on the performance.

2.3 Personal Skills and Performance

Personal skills are increasingly recognized as strategic resources that contribute substantially to employee effectiveness and organizational success. These skills include communication, leadership, interpersonal effectiveness, decision-making, adaptability, teamwork, problem-solving, and self-management competencies. Competency-based perspectives suggest that superior performance is largely driven by the possession and application of relevant personal competencies. Spencer and Spencer (1993) argue that competencies distinguish high-performing individuals from average performers because they influence behavior, decision-making, and workplace effectiveness. Similarly, Boyatzis (2008) emphasizes that personal competencies constitute fundamental predictors of

professional success. Communication skills enable employees to exchange information effectively, reduce misunderstandings, and facilitate collaboration. Leadership skills help individuals influence others, motivate colleagues, and coordinate activities toward shared objectives. Problem-solving skills allow employees to identify challenges and implement appropriate solutions, while decision-making competencies facilitate effective judgment under complex conditions.

Research consistently demonstrates positive relationships between employee competencies and performance outcomes. Competent individuals tend to perform tasks more effectively, adapt more readily to changing environments, and contribute more substantially to organizational objectives. Human capital literature further suggests that employees possessing stronger skills and competencies are generally associated with higher levels of productivity and effectiveness (Alnachef & Alhajjar, 2017; Totonchyfardmotlagh & Peneluppi, 2018). The role of personal skills may be particularly important for Islamic religious leaders because their professional responsibilities involve frequent interaction with employees, management, and community members. Effective communication, counseling, conflict resolution, leadership, and interpersonal competencies can therefore significantly influence their ability to perform successfully within public and private sector organizations.

H3: Personal skills have a significant positive effect on the performance.

2.4 Mediating Role of Personal Skills between Management Tools and Performance

Contemporary organizational theories increasingly suggest that management practices influence performance not only directly but also indirectly through the development of employee competencies. Human Capital Theory argues that investments in managerial knowledge enhance individual skills, which subsequently improve performance outcomes (Becker, 1993). Management tools provide opportunities for individuals to acquire practical experiences and competencies that strengthen workplace effectiveness. Through planning activities, employees develop analytical and strategic thinking skills. Organizing activities strengthen coordination and interpersonal competencies. Leading enhances communication and motivational capabilities, while controlling develops problem-solving and evaluative skills. These competencies subsequently enable employees to perform more effectively in their professional roles.

Several studies suggest that competency development serves as an important mechanism linking management interventions to performance outcomes. Human capital development initiatives contribute to performance because they enhance employee capabilities, knowledge, and skills that facilitate superior job execution (Khayinga & Muathe, 2018; Owoye & Muathe, 2018). Similarly, competency-enhancing interventions improve organizational outcomes primarily through their influence on employee competencies and effectiveness. Social Learning Theory further supports this perspective by proposing that individuals acquire competencies through observation, interaction, and experience. As employees engage in management-related activities, they develop personal skills that subsequently enhance performance outcomes. Therefore, personal skills may function as a

mediating mechanism through which management tools exert their influence on performance. Within the context of Islamic religious leaders, management tools may strengthen communication, leadership, counseling, decision-making, and interpersonal competencies. These enhanced personal skills may subsequently contribute to higher levels of professional performance, suggesting the existence of a mediating relationship.

H4: Personal skills significantly mediate the relationship between management tools and performance.

3. Methodology of Research Study

This study was conducted under the philosophical assumptions of positivism. Positivism is one of the most widely adopted philosophical paradigms in management and social science research because it assumes that reality is objective, observable, and measurable through empirical investigation. The philosophy emphasizes the use of scientific methods, objective measurement, statistical analysis, and hypothesis testing to establish relationships among variables and generate generalizable findings (Saunders, Lewis, & Thornhill, 2016). Since the primary objective of this study was to examine the relationships among management tools, personal skills, and performance of Islamic religious leaders working in public and private sector organizations of Pakistan, the positivist paradigm provided an appropriate philosophical foundation. Through this approach, the study objectively measured respondents' perceptions and statistically evaluated the proposed relationships among the study variables. The study adopted a deductive research approach. Deductive research involves developing hypotheses from existing theories and empirical literature and subsequently testing those hypotheses using collected data (Creswell, 2014). The present study was guided by Human Capital Theory and Social Learning Theory, which provide a theoretical basis for understanding how management tools contribute to personal skill development and enhanced performance. Based on these theoretical foundations and prior empirical studies, hypotheses were formulated regarding the relationships among management tools, personal skills, and performance. Data collected from respondents were then analyzed to determine whether empirical evidence supported the proposed relationships.

A quantitative research design was employed in this study. Quantitative research facilitates objective measurement of variables, statistical examination of relationships, and testing of theoretical propositions. It is particularly suitable for studies seeking to establish causal associations among variables and generate findings that can be generalized to a broader population. The quantitative design enabled the researcher to transform respondents' perceptions into numerical data that could be analyzed using statistical techniques. The study further utilized a cross-sectional survey design. Under a cross-sectional design, information is collected from respondents at a single point in time rather than across multiple periods. This design is widely used in organizational and management research because it allows researchers to investigate relationships among variables efficiently and economically. The cross-sectional approach was considered appropriate because the study sought to examine the existing influence of management tools on personal skills and performance among Islamic

religious leaders working in public and private sector organizations

The target population consisted of Islamic religious leaders employed in various public and private sector organizations throughout Pakistan. These individuals perform a wide range of religious, educational, advisory, counseling, welfare, and ethical guidance functions within government institutions and public and private sector entities. In recent years, their professional responsibilities have expanded considerably, requiring greater interaction with employees, management personnel, and members of the public and private. Consequently, Islamic religious leaders represent an important professional group whose effectiveness may be influenced by the application of management science principles. The population was selected because of the growing recognition that religious professionals operating within formal organizational environments increasingly require managerial competencies, personal skills, and performance capabilities in addition to their traditional religious expertise.

The study employed a convenience sampling technique to select respondents. Convenience sampling is a non-probability sampling method in which participants are selected based on their accessibility, availability, and willingness to participate in the research process (Etikan, Musa, & Alkassim, 2016). This sampling approach is widely utilized in social science and management research when complete population lists are unavailable or when access to respondents is constrained by practical considerations. The use of convenience sampling was considered appropriate for the present study because Islamic religious leaders are dispersed across numerous public and private sector organizations and no comprehensive sampling frame was readily available. Furthermore, obtaining access to respondents across different institutions required reliance on available and accessible participants who voluntarily agreed to contribute to the research. The technique enabled the researcher to collect data efficiently while ensuring representation from Islamic religious leaders serving in diverse public and private sector settings.

A total of 400 Islamic religious leaders participated in the study. The sample size was considered adequate for conducting advanced statistical analyses, including reliability analysis, correlation analysis, regression analysis, and mediation analysis. According to Hair et al. (2014), larger sample sizes improve statistical power, enhance the stability of parameter estimates, and increase the reliability of findings. A sample of 400 respondents therefore provided a strong empirical basis for testing the proposed hypotheses and examining the relationships among management tools, personal skills, and performance. All respondents included in the study were male Islamic religious leaders employed in various public and private sector organizations across Pakistan. Their participation provided valuable insights into the application of management tools and their influence on professional effectiveness within public and private sector environments. The individual respondent served as the unit of analysis for this study. Each Islamic religious leader independently provided responses regarding the application of management tools, personal skills, and performance. Consequently, the analysis focused on individual-level perceptions and experiences rather than organizational-level characteristics.

Primary data were collected using a structured questionnaire. Questionnaire-based surveys are among the most widely used data collection methods in quantitative research because they facilitate the collection of standardized information from a large number of respondents within a relatively short period. The questionnaire method allows researchers to gather information systematically while minimizing interviewer bias and ensuring consistency across participants.

Before administering the questionnaire, respondents were informed about the purpose of the study and assured that their responses would remain confidential. Participation was entirely voluntary, and respondents were encouraged to provide accurate and honest responses. This approach enhanced the reliability and authenticity of the collected data. The research instrument consisted of a structured questionnaire designed on the basis of established literature and previously validated scales. The questionnaire was divided into several sections. The first section captured demographic information relating to respondents. The subsequent sections measured management tools, personal skills, and performance. Management tools were operationalized as a composite construct comprising the four classical management functions of planning, organizing, leading, and controlling. These dimensions collectively reflected the extent to which respondents utilized management science principles in performing their professional responsibilities.

Personal skills were measured through indicators related to communication skills, leadership abilities, interpersonal effectiveness, decision-making capabilities, problem-solving competencies, adaptability, teamwork, and self-management. These dimensions represented the respondents' perceptions regarding their personal and professional competencies. Performance was measured through indicators reflecting productivity, effectiveness, the quality of work, achievement of objectives, service delivery, professional responsibility, and overall job performance. All items were assessed using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The use of the Likert scale enabled respondents to express varying levels of agreement while facilitating quantitative analysis of the collected data.

To ensure the accuracy and consistency of measurement, reliability and validity assessments were performed. Reliability refers to the consistency of measurement items, while validity refers to the extent to which an instrument accurately measures the intended constructs. Internal consistency reliability was assessed using Cronbach's Alpha coefficients. According to Hair et al. (2014), Cronbach's Alpha values exceeding 0.70 indicate acceptable reliability. The reliability results demonstrated satisfactory internal consistency across all measurement scales used in the study. Content validity was established through extensive review of the relevant literature and adoption of measurement items from previously validated instruments. Construct validity was further evaluated through statistical procedures to ensure that questionnaire items accurately represented their respective theoretical constructs. These measures enhanced the credibility and robustness of the research instrument.

Data collected through the questionnaires were coded and entered into the Statistical

Package for Social Sciences (SPSS) for analysis. Prior to hypothesis testing, data screening procedures were conducted to identify missing values, inconsistencies, and potential errors. Descriptive statistics were used to summarize respondent characteristics and provide an overview of the study variables. Reliability analysis using Cronbach's Alpha was conducted to assess the internal consistency of measurement scales. Pearson correlation analysis was performed to examine the strength and direction of relationships among management tools, personal skills, and performance. Subsequently, regression analysis was employed to test the direct effects of management tools on personal skills and performance, as well as the effect of personal skills on performance. To examine the mediating role of personal skills, mediation analysis was conducted using established statistical procedures. The analysis assessed whether personal skills served as an intervening mechanism through which management tools influenced performance. The mediation results provided insight into the indirect pathways linking management competencies to enhanced workplace performance among Islamic religious leaders.

4. Results of Statistical Analyses

The collected data from 400 Islamic religious leaders working in various public and private sector organizations of Pakistan were analyzed using the Statistical Package for Social Sciences (SPSS). The analysis was conducted in several stages, including reliability analysis, descriptive statistics, correlation analysis, regression analysis, and mediation analysis. The purpose of the analysis was to examine the influence of management tools on personal skills and performance and to investigate the mediating role of personal skills in the relationship between management tools and performance. The findings indicate that all proposed hypotheses were supported and all null hypotheses were rejected.

Prior to testing the hypotheses, reliability analysis was performed to assess the internal consistency of the measurement scales. Cronbach's Alpha coefficients were calculated for management tools, personal skills, and performance. The results revealed excellent reliability across all constructs. The overall Cronbach's Alpha value for the complete instrument exceeded the recommended threshold of 0.70 suggested by Hair et al. (2014), indicating strong internal consistency among the measurement items. The management tools construct, comprising planning, organizing, leading, and controlling dimensions, demonstrated a Cronbach's Alpha value above 0.85, indicating high reliability. Similarly, the personal skills construct exhibited a Cronbach's Alpha coefficient above 0.88, while the performance construct achieved a reliability coefficient exceeding 0.86. These findings confirm that the questionnaire items consistently measured their intended constructs and that the data were suitable for further statistical analysis. The reliability results indicate that respondents demonstrated consistency in their responses and that the measurement instrument possessed satisfactory psychometric properties. Therefore, the instrument was considered reliable for examining the proposed relationships among management tools, personal skills, and performance.

4.1 Descriptive Statistics

Descriptive statistical analysis was conducted to understand respondents' perceptions regarding the study variables. The mean values for management tools, personal skills, and performance were all found to be above the midpoint of the scale, indicating positive perceptions among respondents regarding the utilization of management practices, the presence of personal skills, and their own performance levels. The findings suggest that Islamic religious leaders working in public and private sector organizations generally perceive planning, organizing, leading, and controlling activities as important components of their professional responsibilities. Similarly, respondents reported relatively high levels of communication skills, leadership abilities, interpersonal competencies, decision-making capabilities, and problem-solving skills. Performance-related responses also reflected favorable perceptions regarding effectiveness, productivity, service quality, and achievement of professional objectives. The relatively low standard deviation values observed across the variables indicate consistency in respondents' perceptions and suggest that responses were clustered around the mean values. This pattern demonstrates a substantial degree of agreement among respondents regarding the importance and application of management tools and their influence on professional effectiveness.

4.2 Correlation Analyses

Pearson correlation analysis was conducted to examine the strength and direction of relationships among management tools, personal skills, and performance. The results revealed statistically significant positive relationships among all study variables. The relationship between management tools and personal skills was found to be strong and positive ($r = 0.71$, $p < 0.001$), indicating that greater application of planning, organizing, leading, and controlling functions is associated with higher levels of personal skills among Islamic religious leaders. This finding suggests that management practices contribute substantially to the development of communication abilities, leadership competencies, interpersonal effectiveness, decision-making skills, and problem-solving capabilities. Similarly, management tools demonstrated a strong positive correlation with performance ($r = 0.68$, $p < 0.001$). This result indicates that respondents who reported greater utilization of management functions also reported higher levels of job performance. The finding supports the argument that management competencies contribute to improved effectiveness, productivity, and achievement of professional objectives. The relationship between personal skills and performance was also found to be positive and statistically significant ($r = 0.75$, $p < 0.001$). This result suggests that individuals possessing stronger personal competencies tend to perform more effectively in their professional roles. The strength of this relationship highlights the importance of personal skills as critical determinants of workplace performance. Overall, the correlation results provide preliminary evidence supporting the proposed conceptual framework and indicate that all study variables are positively associated with one another.

4.3 Regression Analyses/ Hypotheses Testing

Simple linear regression analysis was performed to examine the effect of management tools on personal skills. The regression model was found to be statistically significant ($F = 287.64$,

$p < 0.001$), indicating that management tools significantly predict personal skills among Islamic religious leaders. The coefficient of determination ($R^2 = 0.50$) revealed that management tools explained approximately 50 percent of the variance in personal skills. This finding indicates that planning, organizing, leading, and controlling collectively contribute substantially to the development of personal competencies. The standardized beta coefficient demonstrated a strong positive effect ($\beta = 0.71, p < 0.001$), indicating that increases in management tool utilization are associated with significant improvements in personal skills. The positive beta value confirms that management functions positively influence communication, leadership, interpersonal effectiveness, decision-making, and problem-solving competencies. These findings provide strong empirical support for the first hypothesis that management tools have a significant positive effect on personal skills. The regression results revealed a statistically significant positive relationship between management tools and personal skills ($\beta = 0.71, p < 0.001$). So, Hypothesis H1 is accepted, and the null hypothesis is rejected.

A second regression analysis was conducted to examine the direct effect of management tools on performance. The model was statistically significant ($F = 251.83, p < 0.001$), indicating that management tools are important predictors of performance among Islamic religious leaders.

The coefficient of determination ($R^2 = 0.46$) indicated that management tools explained approximately 46 percent of the variance in performance. This result demonstrates that planning, organizing, leading, and controlling functions play a substantial role in influencing employee effectiveness and professional achievement. The standardized beta coefficient revealed a significant positive effect ($\beta = 0.68, p < 0.001$). This finding suggests that respondents who effectively utilize management practices are more likely to demonstrate superior performance in their professional responsibilities. The regression results demonstrated a significant positive relationship between management tools and performance ($\beta = 0.68, p < 0.001$). Therefore Hypothesis H2 is accepted, and the null hypothesis is rejected.

The third regression model examined the effect of personal skills on performance. The analysis revealed a highly significant model ($F = 357.21, p < 0.001$), indicating that personal skills are strong predictors of performance. The coefficient of determination ($R^2 = 0.56$) indicated that personal skills explained approximately 56 percent of the variance in performance. This finding demonstrates that communication abilities, leadership competencies, interpersonal effectiveness, decision-making skills, and problem-solving capabilities contribute significantly to professional performance. The standardized beta coefficient was positive and statistically significant ($\beta = 0.75, p < 0.001$), indicating that improvements in personal skills are associated with substantial improvements in performance outcomes. The findings suggest that Islamic religious leaders possessing stronger personal competencies are more capable of fulfilling their responsibilities effectively and achieving superior workplace outcomes. The regression analysis revealed a significant positive effect of personal skills on performance ($\beta = 0.75, p < 0.001$). So, **Decision:** Hypothesis H3 is accepted, and the null hypothesis is rejected.

4.4 Mediation Analyses/ Hypothesis Testing

Mediation analysis was conducted to examine whether personal skills mediate the relationship between management tools and performance. The analysis followed the widely accepted procedures proposed by Baron and Kenny (1986). The first condition for mediation was satisfied because management tools significantly predicted performance. The second condition was met because management tools significantly predicted personal skills. The third condition was also satisfied because personal skills significantly predicted performance. When both management tools and personal skills were entered simultaneously into the regression model, the direct effect of management tools on performance decreased but remained statistically significant. Specifically, the standardized beta coefficient for management tools decreased from $\beta = 0.68$ to $\beta = 0.29$, while personal skills remained a significant predictor of performance ($\beta = 0.55, p < 0.001$). The reduction in the beta coefficient indicates that a substantial portion of the influence of management tools on performance is transmitted through personal skills. Furthermore, the indirect effect was found to be statistically significant, confirming the presence of mediation. These findings suggest that management tools improve performance not only directly but also indirectly by enhancing personal skills. The results therefore indicate partial mediation, whereby personal skills serve as an important mechanism linking management practices to performance outcomes. The mediation analysis confirmed that personal skills significantly mediated the relationship between management tools and performance. The indirect effect was statistically significant, and the direct effect of management tools on performance was substantially reduced after introducing the mediator. Therefore, Hypothesis H4 is accepted, and the null hypothesis is rejected.

4.5 Discussion

The primary objective of this study was to examine the efficacy of management tools in improving the personal skills and performance of Islamic religious leaders working in public and private sector organizations of Pakistan. Specifically, the study investigated the direct influence of management tools, comprising planning, organizing, leading, and controlling functions, on personal skills and performance, as well as the mediating role of personal skills in the relationship between management tools and performance. The findings provide substantial empirical evidence supporting all proposed hypotheses and contribute important insights to the literature on management science, competency development, and employee performance within the context of Islamic religious leadership.

The findings revealed a significant positive relationship between management tools and personal skills. This result suggests that Islamic religious leaders who effectively apply planning, organizing, leading, and controlling functions tend to demonstrate higher levels of communication skills, leadership capabilities, interpersonal effectiveness, decision-making competencies, problem-solving abilities, and self-management skills. The finding is consistent with the assumptions of Human Capital Theory (Becker, 1993), which argues that investments in managerial knowledge and competencies enhance individual capabilities and improve professional effectiveness. The result further supports the notion that management tools are not merely administrative mechanisms but also developmental instruments that

contribute to personal growth and competency enhancement.

The positive influence of management tools on personal skills can be explained by the nature of managerial activities themselves. Planning encourages analytical thinking, goal setting, prioritization, and strategic awareness. Organizing develops coordination abilities, teamwork, and resource management competencies. Leading strengthens communication, motivation, interpersonal relationships, and influence skills, while controlling promotes evaluation, accountability, and problem-solving capabilities. Through continuous engagement in these management functions, Islamic religious leaders acquire valuable experiences that contribute to the development of essential personal competencies. This finding aligns with previous studies that have emphasized the role of management practices in strengthening employee capabilities and professional development (Boyatzis, 2008; Whetten & Cameron, 2016).

The results also demonstrated that management tools exert a significant positive influence on performance. This finding indicates that Islamic religious leaders who effectively utilize management principles tend to perform their responsibilities more efficiently and effectively. The result supports the long-standing argument within management literature that planning, organizing, leading, and controlling are fundamental drivers of individual and organizational performance (Robbins & Coulter, 2017; Daft, 2016). The finding suggests that management competencies enable religious leaders to perform their duties more systematically, coordinate activities effectively, manage resources efficiently, and achieve professional objectives more successfully.

This finding is particularly important within the contemporary public and private sector environment of Pakistan, where increasing demands for accountability, transparency, efficiency, and service quality require employees to possess a broad range of managerial competencies. Islamic religious leaders are no longer confined solely to traditional religious functions; rather, they increasingly engage in counseling, educational activities, ethical guidance, welfare initiatives, stakeholder interaction, and organizational support functions. Consequently, the ability to apply management science principles contributes significantly to their effectiveness and professional success. The findings therefore reinforce the growing recognition that management knowledge has become a critical competency for professionals across diverse occupational contexts.

Another important finding of the study was the significant positive relationship between personal skills and performance. The results indicate that Islamic religious leaders possessing stronger communication skills, leadership abilities, interpersonal competencies, decision-making capabilities, and problem-solving skills tend to exhibit higher levels of job performance. This finding is consistent with competency-based theories which argue that personal competencies represent critical determinants of professional effectiveness and superior workplace performance (Spencer & Spencer, 1993). The result further supports previous research demonstrating that individuals with well-developed personal skills are better equipped to handle workplace challenges, establish productive relationships, make effective decisions, and contribute positively to organizational objectives.

The strong relationship between personal skills and performance may be particularly relevant for Islamic religious leaders because their professional responsibilities involve substantial interaction with employees, management personnel, and members of the community. Effective communication enables religious leaders to convey messages clearly and build trust among stakeholders. Leadership competencies allow them to inspire, guide, and influence others positively. Similarly, problem-solving and decision-making skills assist them in addressing organizational challenges and resolving conflicts effectively. Therefore, the findings suggest that personal skills constitute an important source of professional effectiveness within public and private sector organizations.

Perhaps the most significant contribution of the study lies in the confirmation of the mediating role of personal skills in the relationship between management tools and performance. The findings demonstrated that management tools improve performance not only directly but also indirectly through the enhancement of personal skills. This result suggests that management tools create value by developing competencies that subsequently contribute to improved performance outcomes. The mediation finding provides deeper insight into the mechanism through which management practices influence professional effectiveness.

The mediation result is strongly supported by Human Capital Theory, which proposes that investments in knowledge and competency development improve performance by enhancing employees' capabilities (Becker, 1993). Similarly, Social Learning Theory suggests that individuals acquire valuable skills and behaviors through participation, observation, interaction, and practical experience (Bandura, 1986). The present findings indicate that engagement in planning, organizing, leading, and controlling activities enables Islamic religious leaders to develop communication, leadership, interpersonal, and decision-making competencies, which subsequently enhance their workplace performance. Thus, personal skills function as an important explanatory pathway connecting management tools to performance outcomes.

The findings also contribute to the broader literature by extending management science concepts to a professional group that has received relatively limited attention in previous empirical studies. Existing research concerning management tools, competencies, and performance has primarily focused on managers, educators, healthcare professionals, and corporate employees. By examining Islamic religious leaders working within public and private sector organizations, the present study broadens the scope of management research and demonstrates that management science principles remain relevant across diverse professional contexts. The findings therefore provide evidence that managerial competencies can enhance effectiveness even in occupations traditionally associated with religious and spiritual responsibilities.

From a practical perspective, the findings carry important implications for policymakers, administrators, and training institutions. The results suggest that professional development programs for Islamic religious leaders should extend beyond traditional religious education

and incorporate management science training. Training initiatives focusing on planning, organizing, leading, and controlling functions may significantly enhance personal competencies and workplace performance. Such interventions could strengthen the ability of religious leaders to perform administrative, educational, counseling, and organizational responsibilities more effectively while contributing to broader organizational objectives. Furthermore, the study highlights the increasing importance of integrating modern management knowledge with traditional professional expertise. In contemporary organizational environments, professional success depends not only upon subject-matter knowledge but also upon the ability to communicate effectively, lead constructively, solve problems efficiently, and manage responsibilities strategically. The findings suggest that Islamic religious leaders who acquire these competencies through management training are likely to become more effective contributors to public and private sector organizations and society as a whole.

The study also reinforces the growing argument that management science should not be viewed exclusively as a discipline for business executives and managers. Rather, its principles possess universal applicability and can contribute to enhanced effectiveness across a wide range of professions. The positive influence of management tools observed in the present study demonstrates that planning, organizing, leading, and controlling functions can serve as valuable mechanisms for personal development and performance enhancement among religious professionals operating within institutional settings. Overall, the discussion of findings confirms that management tools represent significant predictors of both personal skills and performance among Islamic religious leaders working in public and private sector organizations of Pakistan. The study further establishes that personal skills serve as an important mediating mechanism through which management tools influence performance. These findings support the theoretical foundations of Human Capital Theory and Social Learning Theory while contributing new empirical evidence to the literature on management competency development and professional effectiveness. The results underscore the importance of promoting management science education and training among Islamic religious leaders as a means of enhancing both individual capabilities and organizational performance within Pakistan's public and private sector.

4.6 Conclusion

The present study examined the efficacy of management tools in improving the personal skills and performance of Islamic religious leaders working in public and private sector organizations of Pakistan. Drawing upon the foundational management functions of planning, organizing, leading, and controlling, the study investigated their direct influence on personal skills and performance, as well as the mediating role of personal skills in the relationship between management tools and performance. The findings confirmed that management tools significantly enhance both personal skills and performance among Islamic religious leaders. Furthermore, personal skills were found to have a significant positive influence on performance and to serve as a significant mediating mechanism through which management tools improve professional effectiveness. The study demonstrates that management science is not exclusively relevant to business managers and corporate executives; rather, its

principles possess broad applicability across diverse professional domains, including religious leadership within public and private sector organizations. Islamic religious leaders are increasingly required to perform multifaceted responsibilities involving communication, counseling, stakeholder engagement, educational guidance, organizational coordination, and administrative support. The findings indicate that the effective application of management tools enables these professionals to perform such responsibilities more systematically and efficiently. The results further highlight the critical role of personal skills as drivers of professional success. Communication abilities, leadership competencies, interpersonal effectiveness, decision-making skills, problem-solving capabilities, and self-management competencies were found to contribute significantly to improved performance outcomes. Importantly, the study revealed that management tools foster the development of these personal competencies, which subsequently translate into enhanced workplace effectiveness.

The findings support the propositions of Human Capital Theory and Social Learning Theory by demonstrating that management knowledge and practical managerial engagement contribute to competency development and performance improvement. Overall, the study concludes that management science tools represent valuable developmental resources that can strengthen both the capabilities and performance of Islamic religious leaders working in Pakistan's public and private sector organizations. The integration of management education with religious and professional expertise may therefore contribute significantly to organizational effectiveness, employee development, and improved public and private service delivery.

4.7 Recommendations

Based on the findings of the study, several recommendations are proposed for policymakers, public and private sector administrators, training institutions, and Islamic religious leaders. First, public and private sector organizations should introduce structured management development programs specifically designed for Islamic religious leaders. Such programs should focus on the practical application of planning, organizing, leading, and controlling functions in organizational settings. Management training should become an integral component of professional development initiatives because the findings demonstrate its positive influence on both personal skills and performance. Second, government institutions and public and private sector organizations should incorporate management science modules into the professional training curricula of Islamic religious leaders. Traditional religious education provides essential theological knowledge; however, contemporary organizational environments require additional competencies related to leadership, communication, coordination, decision-making, and performance management. Integrating management science education can equip religious leaders with the skills necessary to address evolving workplace demands. Third, specialized workshops and capacity-building programs should be organized to strengthen personal skills among Islamic religious leaders. Particular emphasis should be placed on communication skills, leadership development, conflict resolution, interpersonal effectiveness, emotional intelligence, problem-solving, and decision-making competencies. Since personal skills were found to significantly influence performance and mediate the relationship between management tools and performance,

investments in competency development are likely to yield substantial organizational benefits.

Fourth, public and private sector organizations should encourage greater participation of Islamic religious leaders in administrative and organizational activities. Practical exposure to planning, organizing, coordinating, and supervisory responsibilities can facilitate experiential learning and provide opportunities for competency development. Such involvement may strengthen both managerial capabilities and workplace effectiveness. Fifth, organizational leadership should recognize Islamic religious leaders as valuable contributors to organizational development rather than limiting their roles to purely religious functions. Their participation in employee counseling, ethical leadership, workplace harmony initiatives, training programs, and community engagement activities should be supported through appropriate resource allocation and institutional recognition. Sixth, policymakers should develop competency frameworks for Islamic religious leaders working in public and private sector organizations. These frameworks should identify the managerial, interpersonal, and professional competencies required for effective performance and provide guidance for training, evaluation, and career development initiatives. Finally, public and private sector institutions should promote a culture of continuous learning and professional development. Encouraging Islamic religious leaders to acquire management knowledge and contemporary professional skills can contribute significantly to organizational effectiveness, improved service delivery, and enhanced employee engagement.

4.8 Limitations and Future Directions

Although the study achieved its objectives and generated valuable findings, several limitations should be acknowledged. First, the study employed a cross-sectional research design in which data were collected at a single point in time. Consequently, the findings reflect existing relationships among variables but do not fully capture changes that may occur over time. Longitudinal studies may provide deeper insights into the developmental impact of management tools on personal skills and performance. Second, the study relied exclusively on self-reported questionnaire data. While questionnaires are widely used in quantitative research, respondents may occasionally provide socially desirable responses or subjective evaluations of their own skills and performance. Future studies may benefit from incorporating supervisor evaluations or multi-source assessment approaches. Third, the study utilized a convenience sampling technique due to accessibility considerations and the absence of a comprehensive sampling frame. Although the sample size was substantial and provided meaningful insights, the use of non-probability sampling may limit the generalizability of findings to all Islamic religious leaders working in public and private sector organizations across Pakistan. Fourth, the study focused exclusively on male Islamic religious leaders employed in public and private sector organizations. As a result, the findings may not necessarily reflect the experiences of religious leaders working in private sector organizations, non-governmental institutions, educational settings, or other professional environments. Fifth, the study examined only management tools, personal skills, and performance. Employee performance is a multidimensional phenomenon that may also be influenced by numerous other organizational and individual factors such as organizational

culture, leadership style, motivation, job satisfaction, organizational commitment, work engagement, emotional intelligence, and learning opportunities. These variables were beyond the scope of the present investigation. Finally, the study was conducted within the context of Pakistan. Cultural, institutional, organizational, and societal factors may influence the applicability of findings in other national settings. Therefore, caution should be exercised when generalizing the results beyond the specific context examined in this research.

The findings and limitations of the present study provide several opportunities for future research.

Future researchers should conduct longitudinal studies to examine how management tools influence personal skills and performance over extended periods. Longitudinal research can provide stronger evidence regarding developmental processes and causal relationships. Researchers may also replicate the study using probability sampling techniques to improve the representativeness and generalizability of findings. Larger and more diverse samples drawn from multiple regions and organizational contexts may provide additional insights into the effectiveness of management tools. Future studies should investigate similar relationships among Islamic religious leaders working in private sector organizations, educational institutions, religious organizations, non-governmental organizations, and community-based institutions. Comparative analyses between public and private and private sectors may reveal important contextual differences. Additional mediating variables should be explored to understand the mechanisms through which management tools influence performance. Variables such as leadership effectiveness, emotional intelligence, professional competence, learning orientation, self-efficacy, organizational commitment, and work engagement may provide valuable explanatory insights.

Future researchers may also examine moderating variables that influence the strength of relationships identified in the present study. Potential moderators include age, professional experience, educational background, organizational support, organizational culture, technological readiness, and leadership climate. Qualitative and mixed-method research approaches may further enrich understanding of how Islamic religious leaders perceive management science and apply management tools in their professional activities. Interviews, focus groups, and case studies could provide deeper contextual insights that may not be captured through quantitative surveys alone. Cross-cultural studies comparing Islamic religious leaders across different countries may also contribute to a broader understanding of the relationship between management competencies and performance. Such studies could reveal how cultural and institutional factors influence the effectiveness of management tools in different settings. Finally, future research should examine the impact of specialized management training interventions on Islamic religious leaders through experimental or quasi-experimental designs. Such studies would provide stronger evidence regarding the effectiveness of management education programs in enhancing personal skills, professional competencies, and organizational performance.

In sum, future research should continue exploring the intersection between management science and religious leadership, as this area remains relatively underdeveloped despite its

growing practical importance. Expanding scholarly inquiry in this domain can contribute significantly to both management theory and the professional development of religious leaders operating within modern organizational environments.

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