

## **An Exploratory Study of Listening Skills of Managers and Non-Managers within India, Malaysia, and United States**

**Dr. Reeta Raina**

Associate Professor  
FORE School of Management  
New-Delhi – 110 016  
e- mail: rraina@fsm.ac.in

**Prof. Deborah Britt Roebuck**

Professor,  
Coles College of Business  
Kennesaw State University  
e- mail: droebuck@kennesaw.edu

**Prof. Cheng Ean (Catherine) Lee**

Lecturer  
School of Communication  
Taylor's University Malaysia  
e-mail: cath\_chuan@yahoo.co.uk

### ***Abstract***

*The significance of listening skills for the efficiency and effectiveness of individual and organizational success is starting to be recognized around the world. Therefore this study sought to explore the listening skills of managers and non-managers from three countries—India, Malaysia, and the United States. Completed surveys were returned by 633 employees and managers from the three countries. Based on the results, the respondents from Malaysia showed lower self-perceived listening competencies as compared to India and United States. In addition, the results showed no significance between listening competency and years of working experience, with a slight significant relationship between listening skills and job position, age, and education level. Finally, female respondents perceived themselves to be better listeners than their male counterparts.*

**Key words:** Listening competency, working experience, job position, education level