



IMPACT OF HUMAN RESOURCE MANAGEMENT SKILLS OF MANAGERS TOWARDS ORGANIZATIONAL EFFECTIVENESS WITH SPECIAL REFERENCE TO SMALL AND MEDIUM ENTERPRISES IN JAFFNA DISTRICT

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Abstract

The present research titled “Impact of human resource management skills of managers towards organizational effectiveness with special reference to small and medium enterprises in Jaffna district” has been designed to study the relationship between human resource management skills of managers and organizational effectiveness in small and medium enterprises in Jaffna district. That is this study attempts to investigate the influence of human resource management skills of managers towards organizational effectiveness which mainly focused on theories related to organizational effectiveness. Managerial skills include Conceptual skills, Human resource management skills and Technical skills of managers. The research problem of this research is low degree of organizational effectiveness which was caused by poor human resource management skills of managers in small and medium enterprises in Jaffna district. The objectives of the research were to study the factors causing human resource management skills towards organizational effectiveness, to assess the impact of human resource management skills towards organizational effectiveness, to evaluate the impact of human resource management skills towards organizational effectiveness and to suggest possible recommendations on what type of human resource management skills need to be improved on the basis of evaluation done. There are 27 registered small and medium scale enterprises which are operating in Jaffna district and there are 228 non managers and 47 managers in all three managerial levels of those 27 small and medium enterprises. A questionnaire as the research tool was used to collect data. In order to administer the questionnaire, sample was chosen with 100 non managers from the selected 11 small and medium enterprises by using Simple Random Sampling (SRS) method. There are 23 managers in all three managerial levels of those selected 11 small and medium enterprises. Responses were marked on the five point Likert scale, in which each indicator was assessed as high positive effect, moderate effect, null effect, negative effect and high negative effect along on the scale. The arithmetic Mean (\bar{X}) of the views of respondents was used as the “Score” for each indicator and the Standard Deviation (SD) of the each score was used to check the variability of indicators that had been affected in each situation. Variable effect was assessed in terms of statistical criterions. Accordingly, smaller the standard deviation considered as larger the effect of views which statistically known as “Significant”. Likewise, larger the standard deviation considered as smaller the effect of views which statistically known as “Insignificant”. The findings of the research lead to conclude that the organizational effectiveness significantly depends on human resource management skills of managers and the organizational effectiveness is positively influenced by human resource management skills of managers in small and medium enterprises in Jaffna district.

Keywords: Organizational effectiveness, Managerial skills, Conceptual skills, Human resource management skills and Technical skills.