

AN EMPIRICAL STUDY ON THE MANAGERIAL SKILLS OF THE PRINCIPALS AND THE PERFORMANCE OF THE SCHOOLS IN THE BATTICALOA DISTRICT

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ABSTRACT

This study focused on the managerial skills of the principal and the performance of the school in the Batticaloa District. The objective of the study is to analyse the level of managerial skills of the principals and its influences on the overall performance of the schools in the Batticaloa district.

The data is collected using questionnaires from the samples of 100 principals in different types of schools in the Batticaloa district. The data is analysed using the techniques of univariate, bivariate and multivariate analysis.

The study findings reveal that the managerial skills of the principals significantly influences on the overall performance of the schools. In which, conceptual skill of the principals highly impacts on the overall performance of the schools than technical and human skills of the principals. Likewise, the personal profile of the principals moderately influences on the managerial skills of the principals. In which, assertive behaviour of the principals highly impacts on the managerial skills of the principals than level of knowledge and training of the principals.

Key Words: Managerial Skills, School Performance, Technical Skill, Human Skill, Conceptual Skill

1. BACKGROUND OF THE STUDY.

Management plays significant roles for the effective functioning of an organization. It helps an organization to successfully achieve its goal. The process of management is dynamic; it is changing time to time in order to cope with changes in the environment. These changes are being a pressure from the change agents, such as globalization, increased competition, growing information technology, educational reform, cultural unrest, increased emphasis on organisation and managerial ethics (Silva, 2005; Sungtong, 2007; Robbins and Coulter, 2007). In this view the emerging paradigm of management focuses on leadership, harnessing people's creativity and enthusiasm, finding shared vision and values, sharing information and power, team work, participation, and organizational learning practices (Daft, 2000).

Consequently, major managerial changes are being emerged in various organizations for ensuring their sustainability in the challenging world. In this perspective, the managers need to be competent persons to manage these changes. It has been ensured by Robbins and Coulter (2007, p: 42) as "managers' job is varied and complex and need certain skills to perform the duties and activities allied with being manager".

Among these changing organizations, the schools are the predominant social institutions, works collectively with diversified social members with an intention of enhancing the healthiness of the society through the creation of good citizens. Mulford (2003, p:2) emphasis the importance of the education as "society's most important investment is increasingly seen to be in the education of its people - we suffer in the absence of good education: we prosper in its presence". Hence the proper management of the school is a vital task of public institutions for the sustainable development of a nation for prolong period.

Given importance to this circumstance, this study is aimed to analyse the managerial skills of the principals in the Batticaloa district. In addition, the study explores on how far these skills influence on the overall performance of the schools in the district. Therefore, this study intends to establish a causal relationship model between managerial

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