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A Study of Essential Competencies and Skills of HR Managers in Sri Lanka

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Skills and competencies are vital assets for any individual in order to carry out the tasks and duties in triumphant manner. In today's globalized and exigent business environment Human Resources (HR) managers need apposite skills and competencies to thrive in business organizations. Even though skills and competencies are important to HR managers; researchers have identified that an empirical gap is existing in Sri Lanka; as Sri Lankan researchers have not conducted the researches in the area of competencies and skills of HR Managers job which consists with Senior Manager (HR), HR Manager, Group HR Manager, Group HR and Administration Manager and HR Manager (Specialized HR Function). The research question of this exploratory study is what are the skills and competencies needed or expected by the organizations in Sri Lanka for HR Managers? There are two research objectives in this current study, mainly; to identify the skills and competencies needed or expected from HR Managers by the Sri Lankan Organization and to give an insight on theoretical perspective for the skills and competencies needed for key HR Managers. To achieve those two research objectives, researchers used HR job advertisements appeared in Sunday Observer Newspaper, Topjobs website for the period of November 2015 to November 2016 of time. The current research was carried out in non-contrived setting and the time horizon of the study is longitudinal under minimal interference of the researchers'. The findings of this exploratory study proved that communication skills, interpersonal skills, computer Literacy, leadership skills and negotiation skills were identified as most expected skills for HR Managers in Sri Lankan Organizations. As per the second major finding of this study researchers found that human skills from three managerial skills introduced by Robert. L. Katz are mostly expected skills by the Sri Lankan organizations. The findings of this study are useful to current HR Managerial job holders, future HR Managerial job seekers, teachers, university lecturers and educational policy makers.

Keywords: Key HR Managerial Jobs, Skills and Competencies Required for HR Manager, Exploratory study, HR Managers

INTRODUCTION

In today's competitive and challenging business world Human resources play an imperative role. Organizations are now very keen on attracting and retaining skillful workforce as it augments

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organizations with a competitive advantage. Nowadays organizations are very ardent on procuring right employees with right competencies to the organizations because it enhances the chances of achieving organizational strategic goals and objectives in an efficient and effective manner. Due to this context importance of HR professionals in business organizations have leveled up especially in 21st century compared to past few years as well as the roles they have to perform have been changed drastically.

HR professionals have to perform roles such as strategy formulator, advisor, innovator mediator, mentor (Arulrajah and Opatha, 2010) and also as a culture and change steward, credible activist, talent manager, business ally, operational executor, and strategy architect Ulrich et al, 1995). Further they should be proficient enough to perform traditional HR functions such as job analysis, HR planning, recruitment and staffing, performance evaluation, discipline management etc along with the newly generated HR functions as engaging employees, collaborating with customers and creating shareholder wealth etc (Arulrajah and Opatha, 2010; Ulrich et al, 1995). When HR professionals are performing their roles and tasks in an efficient manner it will enable them to get the utmost contribution from each and every individual in the labor force. HR competencies would be knowledge, value and abilities of the HR professionals and those who poses these competencies will thrive in the business world instead of the HR professionals who had been successful in the past decade as the role of HR Managers have been changed drastically (Ulrich et al, 1995; Jamshidi et al, 2012).

The main focus of this paper is on the essential skills and competencies of HR Managers in Sri Lanka as there is a considerable gap in the empirical knowledge with this regard. In order to minimize the gap to a satisfactory scope this paper addresses the following question:

What are the skills and competencies needed or expected by the organizations in Sri Lanka for HR Managers?

Objectives of the Study

Objectives of this study were;

- To identify the skills and competencies needed or expected from HR Managers by the Sri Lankan Organization.
- To give an insight on theoretical perspective for the skills and competencies needed for key HR Managers.

LITERATURE REVIEW

As human resource functions have changed over the last few years HR Managers had to add more values to their organizations by enhancing their skills and competencies. Therefore it is inevitable to align HR Managers' skills and competencies to the changing roles of HR functions (Yeung, Woolcock and Sullivan, 1996). As cited by Armstrong (2009) Mansfield (1999) has defined competency as 'an underlying characteristic of a person that results in effective or superior performance' where as Rankin (2002) describes competencies as 'definitions of skills and behaviours that organizations expect their staff to practice in their work'. For the current study Researchers have taken Boyatzis (1982) definition of the competencies as the working definition of competencies; i.e. "A capacity that exists in a person that leads to behavior that meets the job demands within the parameters of the organizational environment and that, in turn brings about desired results" (Armstrong, 2009). Various scholars have defined skills in different ways. For the current study skills have been defined as capabilities possess by individuals in order to perform tasks and roles in an efficient and effective manner while achieving the desired goals and objectives (Arulrajah and Opatha, 2010).

Katz (2009) proposed three managerial skills needed very much by the managers and they are Technical skills, Human Skills and Conceptual skills. Accordingly technical skills means the job specific knowledge and techniques needed to perform work tasks properly, human skills means the ability to work well with other people individually as well as in a group, and conceptual skills means the ability to think and to conceptualize about abstract and complex situations (Robbins & Coulter, 2012). Since various scholars have identified different skills and competencies for HR professionals Table 1 was developed to demonstrate the skills and competencies needed by HR Managers to

accomplish their organizational tasks and activities in a resourceful and effectual manner.

Table 1: Skills and Competencies Needed for HR Managers

Author	Skills and Competencies
Ulrich, Brockbank, Johnson, and Younger (1995)	Talent manager, culture and change steward, strategy architect, operational executor, business ally, and credible activist.
Yeung, Woolcock and Sullivan (1996)	Business acumen, influencing skills, Leadership skills, capacity to facilitate and implement change, Organizational effectiveness, Consultation/OD Skills, systematic thinking, technical HR expertise, Communication skills, Fact based perspective, process management and improvement skills, customer orientation, conflict resolution and negotiating skills, credibility and integrity
Sanghi (2004)	HR knowledge, HR skills, Personal attitudes and values.
Dessler (2008)	HR proficiencies, business Proficiencies, leadership proficiencies, and learning proficiencies. Change management, communication skills, conflict management, ethical decision making, leadership, managing organizational culture, negotiation skills, quantitative analysis, teambuilding

Opatha (2009)	Technical competencies, human relations competence, conceptual competence, intelligence, appropriate personality, individual good character, and personal/self management competence.
Arulrajah and Opatha (2010)	Communication and language skills, leadership skills, skills in handling ICT facilities, Skills in management, technical skills, skills aligning HRM with specific business needs, skills in dealing with people, skills in team working, other general skills.
Jamshidi, Zeinahvazi, Aadal, and Sabet (2012)	Achievement orientation, team building and team working, leadership, communication, HR professional skills and knowledge, empowerment, time management, stress management, creativity and innovation, change management, crisis management, risk management
Amara (2014)	Knowledge and expertise in HR, communication, innovation, presentation skills, approachable, delegation, decision making, business acumen, time management and self management,

	motivating, leadership, metric oriented.
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METHODOLOGY

This can be considered as an exploratory study which was conducted by analyzing HR job advertisements for HR Managerial jobs appeared in Sunday Observer Newspaper, Topjobs website, for the period of November, 2015 to November, 2016 of time. The current research was carried out in non-contrived setting and the time horizon of the study is longitudinal under minimal interference of the researchers.

FINDINGS AND DISCUSSIONS

Skills and competencies details of Senior HR Manager / HR Manager jobs were collected from 150 HR vacancy advertisements which published on Sunday Observer and <http://www.topjobs.lk/> web site during the year 2015-2016. Those advertisements were published for organizations which are doing their operations in Sri Lanka. Skills and competencies requirements twenty four (24) job designations from Senior Manager (HR) to Manager (HR) were studied under this research study.

Following table provides number of job advertisements published for twenty four key HR Managerial jobs for the study period. The highest number of HR job advertisements published for the study period is HR Manager and there were ninety four (94) vacancy advertisements for that position. The next highest number of job advertisements published were HR and Administration Manager Vacancy and there were fourteen (14) job advertisements for that position. The lowest number of HR vacancy advertisements published was one advertisement for several HR Manager (specialized function). Remaining tables prove information about skills, competencies and qualifications requirements for twenty four key (24) HR Managerial jobs.

Table 02: Key HRM Jobs: Number of Job Advertisements /Vacancies

Selected HR Managerial Job	Number of Advertisements	%
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1	Senior Manager-Human Resources	05	3.33%
2	Senior Training Manager	01	0.66%
3	Senior Manager-HR & Support Services	01	0.66%
4	Senior Manager-Learning & Development	01	0.66%
5	Senior Talent Acquisition Manager	01	0.66%
6	Senior Manager-HR & Administration	01	0.66%
7	HR Manager	94	62.66%
8	HR & Administration Manager	14	9.33%
9	Group HR Manager	05	3.33%
10	Group HR & Administration Manager	01	0.66%
11	Manager-Training & Development	06	4.00%
12	Manager-Performance & Rewards	01	0.66%
13	Manager-Human Resource Development	01	0.66%
14	Manager-Compensation and Benefits	03	2.00%
15	Manager-Talent Engagement and Development	03	2.00%
16	Human Resources and Development Manager	01	0.66%

17	HR Manager- Recruitment and Learning and Development	01	0.66%
18	Learning and Development Manager	03	2.00%
19	Manager-Human Resources and Legal	01	0.66%
20	Manager-Talent Development	02	1.33%
21	Manager-HR and Compliance	01	0.66%
22	Recruitment Manager	01	0.66%
23	Industrial Relations Manager	01	0.66%
24	Manager-Talent Acquistation	01	0.66%
	Total	150	100%

01 Senior Manager-Human Resources and Related Jobs

Table 03: Skills Required to Perform Senior Manager (HR) Job

S/ N	Types of Skills	Count	%
1	Communication skills	05	20%
2	Interpersonal skills	03	12%
3	Computer literacy	03	12%
4	Analytical skills	03	12%
5	Leadership Skills	01	4%
6	Communication skills in written and spoken English and Sinhala	01	4%

7	Excellent communication skills in Sinhala and English	01	4%
8	Excellent command of English and Sinhala	01	4%
9	Good language proficiency in three languages	01	4%
10	Ability to work in matrix reporting environment	01	4%
11	Ability to work with employees of all levels	01	4%
12	Change management and coaching capabilities	01	4%
13	Organizational skills	01	4%
14	IT skills	01	4%
15	Presentation skills	01	4%
	Total	25	100%

02 Manager- HR (Specialized Function) and Related Jobs

Table 04: Skills Required to Perform Manager HR (Specialized) Function Job

S/ N	Types of Skills	Count	%
1	Interpersonal skills	08	13.33%
2	Leadership Skills	06	10.00%
3	Communication Skills	09	15.00%
4	Problem Solving skills	02	3.33%
5	Analytical skills	03	5.00%

6	Conceptual skills	01	1.67%
7	Persuasion skills in dealing top management	01	1.67%
8	Written and oral communication skills in English and Sinhala	01	1.67%
9	Written and verbal communication skills	02	3.33%
10	Proficiency in using MS Office , email & internet	01	1.67%
12	Time management skills	05	8.33%
13	Fluency in English language	03	5.00%
14	Fluency in English language & foreign languages	01	1.67%
15	Organizational skills	04	6.67%
16	Good command in English	02	3.33%
17	IT skills	02	3.33%
18	Excellent communication skills in English and Tamil	01	1.67%
19	Influencing skills	01	1.67%
20	Listening skills	01	1.67%
21	Presentation skills	01	1.67%
22	Written skills	01	1.67%
23	People skills	01	1.67%
25	Ability to effectively communicate and negotiate	02	3.33%
27	Ability to work with others	01	1.67%

28	Managerial Administrative skills	02	3.33%
29	Networking skills	01	1.67%
30	Ability to make & deliver effective presentation skills	01	1.67%
31	IT Literacy	01	1.67%
32	Ability to work independently and manage relationships	01	1.67%
33	Negotiation skills	01	1.67%
34	Excellent command in English	01	1.67%
	Total	60	100%

03 Group Human resources Manager and Related Jobs

Table 05: Skills Required to Perform Group Human Resources Manager Job

S/N	Types of Skills	Count	%
1	Interpersonal skills	01	12.5%
2	Written and oral communication skills in English	01	12.5%
3	Written and oral communication skills	02	25%
4	Negotiation skills	01	12.5%
5	Good command in English	01	12.5%
6	Skills in manpower planning, recruitment, training, development, salaries and wages, performance appraisal & disciplinary	01	12.5%

7	Good report writing skills	01	12.5%
	Total	05	100%

04 Human Resources Manager and Related Jobs

Table 06: Skills Required to Perform Human Resources Manager Job

S/N	Types of Skills	Count	%
1	Interpersonal skills	35	35 %
2	Leadership Skills	16	16%
3	Communication Skills	33	33%
4	Problem Solving skills	8	8%
5	Written and oral communication skills in English	2	2%
6	Analytical skills	10	10%
7	Written and communication skills	1	1%
8	PR/Interpersonal skills	2	2%
9	Grievance handling skills	1	1%
10	Dispute resolving skills	1	1%
11	Communication skills in written and spoken English and Sinhala	2	2%
12	Written and oral communication skills in English and Sinhala	5	5%
13	Negotiation skills	12	12%
14	People management skills	1	1%

15	Results oriented and team building capacity	1	1%
16	Team building skills	3	3%
17	Managerial and leadership skills	1	1%
18	English language skills	1	1%
19	Exceptional skills in excel	1	1%
20	Written and verbal communication skills	7	7%
21	Computer literacy	11	11%
22	Excellent communication skills in Sinhala and English	4	4%
23	Be able to communicate effectively with all levels of employees	1	1%
24	Proficiency in English language	1	1%
25	Proficiency in using MS Office , email & internet	2	2%
26	PR Skills	3	3%
27	Employee-staff relationship building skills	1	1%
28	Computer skill	2	2%
29	Language skills	1	1%
30	Project management skill	1	1%
31	Time management skills	1	1%
32	Organizational skills	1	1%

33	Good command in English	9	9%
34	IT skills	2	2%
35	Excellent communication skills in English and Tamil	1	1%
36	Influencing skills	1	1%
37	Presentation skills	1	1%
38	Skills in manpower planning, recruitment, training, development, salaries and wages, performance appraisal & disciplinary	1	1%
39	Mentoring and coaching ability	1	1%
40	Excellent public relation skills	1	1%
41	Planning & organizational skills	1	1%
42	Employee relations skills	1	1%
43	Word and excel skills	1	1%
44	Fluency in English and Sinhala	2	2%
45	Able to work independently	1	1%
46	Skills in manpower planning, recruitment, training & development procedures, salaries & wages administration, performance appraisal systems	2	2%

	and disciplinary procedures		
47	Ability to effectively prioritize tasks and work pressure	1	1%
48	Teamwork skill	1	1%
49	Ability to carry out duties independently and productively	1	1%
50	Ability on strategic thinking	1	1%
51	Coaching skills	1	1%
52	Consultative skills	1	1%
53	Skills in manpower planning, recruitment, training, development, payroll management, & disciplinary procedures	1	1%
	Total	100	100%

05 Manager - Human Resources and Administration and Related Jobs

Table 07: Skills Required to Perform Manager - Human Resources and Administration Job

S/N	Type of Skills	Count	%
1	Interpersonal skills	02	13.33%
2	Leadership Skills	01	6.67%
3	Communication Skills	02	13.33%
4	Team building skills	01	6.67%
5	Managerial and leadership skills	01	6.67%
6	Computer literacy	01	6.67%

7	Proficiency in English language	01	6.67%
8	Computer skills	01	6.67%
9	Managerial skills	01	6.67%
10	Skills in manpower planning, recruitment, training, development, payroll management, & disciplinary procedures	01	6.67%
11	Decision making skills	01	6.67%
12	High level of IT proficiency	01	6.67%
13	Ability to effectively liaising with all stakeholders	01	6.67%
	Total	15	100%

Analytical skills	02	-	-	-		02
Leadership skills	01	06	01	-	16	24
Time Management skills	-	05	-	-	-	5
Organizational skills	-	04	-	-	-	4
Managerial skills	-	-	02	-	-	2
Negotiation skills	-	-	-	01	12	13
Written and oral communication skills in English	-	-	-	01	-	1
Written and oral communication skills	-	-	-	01	-	1

Table 08: Top Skills Required to Perform HR Managerial Jobs

Types of Skills	Senior Manager	Manager-HR (Specialized Function)	Manager-HR & Administration	Group HR Manager	Manager - HR	Total
Communication skills	05	09	02	-	33	49
Interpersonal skills	03	08	02	01	35	49
Computer literacy	03	-	-	-	11	14

After the proper content analysis of vacancy advertisements, researchers were able to find major two findings. Those findings are types of skills required for Senior Manager (Human Resources), Manager (Human Resources), Manager (HR specialized functions), Manager- (Human Resources and Administration) and Group Human Resources Manager and top five skills required for each job. As the first finding of this study, Communication skills, Interpersonal skills, Computer Literacy, Leadership skills and Negotiation skills were identified as most demanded skills for HR Manager/ Senior HR Manager.

Communication skills consist with variety of activities which include listening to others, converting emotions into meaningful messages, writing and understanding body language. In today's context HR Managers have to work in

diversified and multicultural workforce. Most of contemporary organizations are expecting excellent communication from at least two languages from potential candidates for HR Managers. Otherwise organizations will not be able to gain best from their workforce.

According to the Table number 07 next highest demanded skill required by the organization is interpersonal skills. Interpersonal skills can be defined as the ability to understand, communicate, motivate and support other people (Robbins et al., 2013).

In organizational context, every manager has to associate with every employee in the organization. Interpersonal skills are very significant to HR Manager's job role as he/ she associate with all employees and maintain good relationships with them irrespective of their department.

Leadership skills can be defined as the ability to influence people so that they strive willingly and enthusiastically to help accomplish individual and institutional goals (Jamshidi et al., 2012). As per the definition HR Managers should have the ability to influence the peoples in the organization in order to achieve organizational goals. According to the findings of current study, twenty four (24) vacancies demanded strong leadership skills from the suitable job candidates for HR Manager's job. HR Managers should possess strong leadership skills as well they should be able to develop leadership skills within the employees in the organization. Opatha and Arulrajah (2010) stated that HR Managers should develop strong leadership skills among employees in the organization by performing training and development.

As stated before, second major finding of this study is to categorize types of skills required for HR Manager's job into three managerial skills introduced by Robert L. Katz in 1974. Those three managerial skills known as technical skills, conceptual skills and human skills. Katz (2009) defined those three skills as follows.

- Technical Skills - These skills are related to an individual's specific area of expertise
- Human Skills - These skills are related to an individual's ability to effectively interact with others.

- Conceptual Skills - These skills are related to an individual's ability to think beyond the task at hand.

Robbins & Coulter (2007) mentioned that technical skills as knowledge of and proficiency in certain specialized field. For example engineering, computers, accounting or manufacturing. Daft (2008) described human skills can be demonstrated in the way a manager relates to other people, including the ability to motivate, facilitate, coordinate, lead, communicate and resolve conflicts. Also same author defined conceptual skills as the cognitive ability to see the organization as a whole system and the relationships among its parts.

01 Senior Manager-Human Resources and Related Jobs

Table 09: Categorization of Skills Senior Manager (HR) Job

S/N	Types of Skills	Category
1	Communication skills	Human Skills
2	Interpersonal skills	Human Skills
3	Computer literacy	Technical Skills
4	Analytical skills	Technical Skills
5	Leadership Skills	Human Skills
6	Communication skills in written and spoken English and Sinhala	Human Skills
7	Excellent communication skills in Sinhala and English	Human Skills
8	Excellent command of English and Sinhala	Human Skills
9	Good language proficiency in three languages	Human Skills

10	Ability to work in matrix reporting environment	Human Skills
11	Ability to work with employees of all levels	Human Skills
12	Change management and coaching capabilities	Technical Skills
13	Organizational skills	Technical Skills
14	IT skills	Technical Skills
15	Presentation skills	Human Skills

02 Manager- HR (Specialized Function) and Related Jobs

Table 10: Categorization of Skills of Manager HR (Specialized Function Job)

S/N	Types of Skills	Category
1	Interpersonal skills	Human Skills
2	Leadership Skills	Human Skills
3	Communication Skills	Human Skills
4	Problem Solving skills	Conceptual Skills
5	Analytical skills	Technical Skills
6	Conceptual skills	Conceptual Skills
7	Persuasion skills in dealing top management	Human Skills
8	Written and oral communication skills in English and Sinhala	Human Skills
9	Written and verbal communication skills	Human Skills

10	Proficiency in using MS Office , email & internet	Technical Skills
12	Time management skills	Technical Skills
13	Fluency in English language	Human Skills
14	Fluency in English language & foreign languages	Human Skills
15	Organizational skills	Technical Skills
16	Good command in English	Human Skills
17	IT skills	Technical Skills
18	Excellent communication skills in English and Tamil	Human Skills
19	Influencing skills	Human Skills
20	Listening skills	Human Skills
21	Presentation skills	Human Skills
22	Written skills	Human Skills
23	People skills	Human Skills
25	Ability to effectively communicate and negotiate	Human Skills
27	Ability to work with others	Human Skills
28	Managerial Administrative skills	Technical Skills
29	Networking skills	Human Skills

30	Ability to make & deliver effective presentation skills	Human Skills
31	IT Literacy	Technical Skills
32	Ability to work independently and manage relationships	Human Skills
33	Negotiation skills	Human Skills
34	Excellent command in English	Human Skills

03 Group Human resources Manager and Related Jobs

Table 11: Categorization of Skills of Group Human Resources Manager

S/N	Types of Skills	Category
1	Interpersonal skills	Human Skills
2	Written and oral communication skills in English	Human Skills
3	Written and oral communication skills	Human Skills
4	Negotiation skills	Human Skills
5	Good command in English	Human Skills
6	Skills in manpower planning, recruitment, training, development, salaries and wages, performance appraisal & disciplinary	Technical Skills

7	Good report writing skills	Human Skills
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04 Human Resources Manager and Related Jobs

Table 12: Categorization of Skills of Human Resources Manager Job

S/N	Types of Skills	Category
1	Interpersonal skills	Human Skills
2	Leadership Skills	Human Skills
3	Communication Skills	Human Skills
4	Problem Solving skills	Conceptual Skills
5	Written and oral communication skills in English	Human Skills
6	Analytical skills	Technical Skills
7	Written and communication skills	Human Skills
8	PR/Interpersonal skills	Human Skills
9	Grievance handling skills	Human Skills
10	Dispute resolving skills	Human Skills
11	Communication skills in written and spoken English and Sinhala	Human Skills
12	Written and oral communication skills in English and Sinhala	Human Skills
13	Negotiation skills	Human Skills
14	People management skills	Technical Skills

15	Results oriented and team building capacity	Human Skills
16	Team building skills	Human Skills
17	Managerial and leadership skills	Human Skills
18	English language skills	Human Skills
19	Exceptional skills in excel	Technical Skills
20	Written and verbal communication skills	Human Skills
21	Computer literacy	Technical Skills
22	Excellent communication skills in Sinhala and English	Human Skills
23	Be able to communicate effectively with all levels of employees	Human Skills
24	Proficiency in English language	Human Skills
25	Proficiency in using MS Office , email & internet	Technical Skills
26	PR Skills	Human Skills
27	Employee-staff relationship building skills	Human Skills
28	Computer skills	Technical Skills
29	Language skills	Human Skills
30	Project management skills	Technical Skills
31	Time management skills	Technical Skills

32	Organizational skills	Technical Skills
33	Good command in English	Human Skills
34	IT skills	Technical Skills
35	Excellent communication skills in English and Tamil	Human Skills
36	Influencing skills	Human Skills
37	Presentation skills	Human Skills
38	Skills in manpower planning, recruitment, training, development, salaries and wages, performance appraisal & disciplinary	Technical Skills
39	Mentoring and coaching ability	Technical Skills
40	Excellent public relation skills	Human Skills
41	Planning & organizational skills	Technical Skills
42	Employee relations skills	Human Skills
43	Word and excel skills	Technical Skills
44	Fluency in English and Sinhala	Human Skills
45	Able to work independently	Technical Skills
46	Skills in manpower planning, recruitment, training & development	Technical Skills

	procedures, salaries & wages administration, performance appraisal systems and disciplinary procedures	
47	Ability to effectively prioritize tasks and work pressure	Technical Skills
48	Teamwork skills	Human Skills
49	Ability to carry out duties independently and productively	Technical Skills
50	Ability on strategic thinking	Conceptual Skills
51	Coaching skills	Technical Skills
52	Consultative skills	Technical Skills
53	Skills in manpower planning, recruitment, training, development, payroll management, & disciplinary procedures	Technical Skills

4	Team building skills	Human Skills
5	Managerial and leadership skills	Human Skills
6	Computer literacy	Technical Skills
7	Proficiency in English language	Human Skills
8	Computer skills	Technical Skills
9	Managerial skills	Technical Skills
10	Skills in manpower planning, recruitment, training, development, payroll management, & disciplinary procedures	Technical Skills
11	Decision making skills	Conceptual Skills
12	High level of IT proficiency	Technical Skills
13	Ability to effectively liaising with all stakeholders	Human Skills

05 Manager - Human Resources and Administration and Related Jobs

Table 13: Categorization of Skills of Manager - Human Resources and Administration Job

S/N	Type of Skills	Category
1	Interpersonal skills	Human Skills
2	Human Skills	Human Skills
3	Communication Skills	Human Skills

According to the second major finding of this study, most organization expect from HR professionals to have human skills than technical skills and conceptual skills to qualify for HR Managerial jobs.

Conclusions and Recommendations

Researchers of this current study considered 150 HR Manager vacancy advertisements to achieve the research advertisements. Those advertisements were published to recruit Senior Manager (Human Resources), Manager (Human resources), Manager-HR (Specialized Functions), Manager (Human Resources and Administration), Group Human Resources Manager and Group Human Resources

and Administration Manager. Highest number of vacancy advertisements (94) were published to recruit for Human Resources Manager. Least number of advertisement (01) was published to recruit Group HR and Administration Manager. Fifteen (15) skills were identified by the researchers which should possess by candidates for Senior Manager (Human Resources). Thirty four (34) skills were identified by the researchers which should possess by candidates for Manager (Specialized HR Function). Seven (07) skills were identified by the researchers which should possess by candidates for Manager (Specialized HR Function). Fifty-three (53) skills were explored by the researchers which should possess by candidates for Manager- Human Resources. Another thirteen (13) skills were explored by the researchers which should possess by candidates for Manager- Human Resources and Administration. As the second major finding of this study those one hundred twenty-three skills categorized into main three managerial skills (technical skills, human skills & conceptual skills). According to the study it was revealed that most HR Managers should possess human skills.

The findings of this current study may be advantageous for teachers, university lecturers and educational policy makers to develop curriculum in universities and higher education institutes in a way to develop future HR professional which will help to meet the requirements from organizations from job candidates of HR Manager job. Also corporate trainers should utilize the results of this study to design their training and development programmes which will be useful for current HR professionals to develop skills for managerial jobs. HR Executives, Assistant Managers (HR) and Deputy Managers (HR) can be beneficial from the results of this study by developing those skills in order to get promotional opportunities for HR Managers job position. Any current job seekers for HR Managerial job positions should develop their skills according the findings of this current study.

As future directions of this study, researchers would like to suggest that future researchers should conduct their studies on the same topic by using primary data. Primary data can be gathered by

interviews and surveys with HR Managers in the organizations. Similar studies should conduct by other functional areas such as marketing, finance, operations management, information technology and accounting. Also comparative analysis can be conduct between the skills required for HR Managers between two different countries.

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