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# THE HR DISCLOSURE 2025

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# MESSAGE FROM THE EDITOR-IN-CHIEF

Welcome to the Fourth Volume of The HR Disclosure.

It is with great pride and pleasure that we present the fourth volume of The HR Disclosure. As our department marks its sixth anniversary, we are delighted to continue this meaningful annual tradition of sharing knowledge, celebrating progress, and promoting innovation in the dynamic field of Human Resource Management.

In today's rapidly evolving business environment, Human Resource Management stands at the heart of organisational success. Beyond administrative functions, HR now drives culture, nurtures talent, strengthens employee engagement, and aligns people strategies with long-term business goals. HR professionals are not just support partners; they are strategic leaders shaping the future of work. Through The HR Disclosure, we aim to spotlight this vital role and cultivate a strong, forward-thinking HR community.

This publication serves as a platform for knowledge exchange, fresh perspectives, and professional dialogue. By examining emerging trends, showcasing innovative HR practices, and reflecting on real-world experiences, we seek to equip our readers with insights that inform decisions and enhance organisational performance. At the same time, we hope to strengthen collaboration among students, academics, industry professionals, and stakeholders, fostering a connected and supportive network for continuous learning and professional growth.

I extend my sincere appreciation to the Dean of the Faculty of Management and Finance, our committed staff and students of the Department of Human Resource Management, our contributors, editorial board members, sponsors, and all those who worked tirelessly behind the scenes. Your dedication, enthusiasm, and collective effort have transformed this publication into a valuable and inspiring resource.

We hope this volume informs, engages, and inspires you as we continue our journey of advancing HR knowledge and practice together.



## **Dr. Jayarani Ramawickrama**

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“Gap between Resource and Management

# FROM HR TO HX:

## FOSTERING THE HUMAN FLAME IN THE DIGITAL AGE

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The rapid technological development has brought the digital age as one of the most revolutionary period in human history. The widespread utilization of digital technologies like computers, the internet, smart-phones, and various digital platforms has influenced how people communicate, work and live. Cutting-edge technologies such as big data, cloud computing, 5G, the Internet of Things (IoT), artificial intelligence, and blockchain are also reshaping modern work practices and processes (Priyashantha, 2023; Zhang & Chen, 2023). These technological advancements bring a lot of benefits to the organisations including better decision-making, increased efficiency, new market access, better customer interactions, cost reduction, quality improvement, innovation and to gain competitive advantage. Consequently, digitalization has resulted unprecedented levels of efficiency and connectivity transforming businesses, industries, economies, and societies.

In the contemporary world, digital technologies are significantly transforming how work is designed and executed within organisations. For example, remote and hybrid work provide employees more flexibility and reduce long hours spent on com-





muting. HR functions have undergone a noticeable transformation as digitalization of HR has streamlined payroll processing, benefits administration, and compliance management by automating these routine, time-consuming tasks, thereby reducing errors and increasing efficiency. AI-based recruitment platforms can screen large number of applications in a very short period, matching suitable candidates to jobs more effectively than ever before. For talent development, digital platforms also support personalised development and real-time performance feedback instead of traditional annual reviews. Mobile apps and self-service portals allow employees to manage their own data and career development giving them more control over their careers. These technology based practices are gradually shifting HR's role from an administrative support role to a more strategic function which helps the organization stay a competitive and agile in a highly dynamic environment.

Despite these remarkable benefits, digitalization also brings various challenges for employees and organisations. Some scholars explain digitalization as a “double-edged sword,” because the same technologies that brought benefits can also create problems (Holland et al., 2022). The dark sides of digitalization is a growing area of concern in contemporary research (Turel et al., 2021). These disadvantages can hamper organisations from achieving the expected benefits of digital transformation (Xu et al., 2025). For example, continuous connectivity and dependence on technology can blur work-life boundaries, making it difficult for employees to detach from work and maintain their well-being (Kossek, 2016). Research indicates that digital surveillance and information overload can increase anxiety and work-related stress leading to issues like withdrawal behaviors, service sabotage, and job burnout (Marsh et al., 2024; Xu et al., 2025). Another concern is that work becomes more

repetitive, fragmented, and less engaging when advanced technology replaces complex cognitive and physical tasks (Nikolova et al., 2025).

Additionally, various ethical issues such as the breaches of personal privacy and the reducing autonomy through addictive designs, can negatively impact individual well-being thereby resulting significant social costs (Martin et al., 2019). Yamamoto and Ananou, (2015) argue that technology has undermined humanity in terms of four dimensions: cognition, social interaction, emotion, and ethics.

Within this context, the role of Human Resource Management (HRM) has become more critical than ever before. Rather than simply mitigating the harmful effects of digitalization, HRM is essential in humanizing technology, ensuring that it empowers people instead of diminishing them. However, traditional HRM was largely characterised as administrative, compliance-driven reactive process emphasizing policies, job roles, and control (Lengnick-Hall et al., 2009). It managed discrete HR functions (recruitment, training, performance appraisal) that were often bureaucratic, designed for control and cost minimization (Wright & Ulrich, 2017). The limitations of this transactional approach was realized amidst globalization, technological change, and rising competitive pressures. Therefore HRM is now serving as a strategic hub for organizational survival and growth aligning HR practices with organizational strategy amplified by technology. Evidence also shows that HRM can be strategically positioned to enhance organizational performance through the integration of HR practices with technology (Tusriyanto et al., 2023). Strategic Human Resource Management (SHRM) also focuses on importance of developing human, social, and organizational capital and perspectives like the resource-based view to achieve competitive advantage. It suggest that competitiveness highly de-

pend on the unique values derived from people (Molloy & Barney, 2015) although technology is important for organisational success.

Under this context, Employee Experience (EX) has emerged as an evolving focus in contemporary HRM, particularly within the strategic orientation of managing people in the digital era. Evolving from the principles of customer experience, EX has gained growing attention among scholars in recent years (Başar, 2024). Employee experience refers to the overall perception employees form about their organization, influenced by all encounters and touchpoints throughout their employment journey (Plaskoff, 2017). It comprises of entire work experience, where culture, technology, leadership, and physical environments are designed to create meaningful and engaging moments (Morgan, 2017). Digital technologies are transforming EX by providing personalized, data-driven tools that enhance efficiency and connectivity and simultaneously challenging organisations to maintain the human touch within increasingly automated environments (Whitter, 2022). Therefore obtaining feedback from employees and designing work from the employee's perspective to enhance the quality of employee experiences is crucial for organisations because these factors influence employee satisfaction, commitment, engagement and performance (Plaskoff, 2017). According to Abhari et al. (2023), strengthening EX through programmes like mentorship and recognition is vital for maintaining morale and productivity, particularly amid challenges like visible business, digital fatigue and quiet quitting .

Focusing merely on Employee Experience is not sufficient in light of the rapid technological transformation that organizations are undergoing, particularly when there are overlaps between employees' personal and professional lives. Accordingly, EX is now expanding towards a more meaning-

ful and comprehensive concept of Human Experience (HX), which focuses employee not only as a worker but also as a whole person with feelings, ambitions, values, and a life outside of work. Bowen (2021) states that HX is focused on the complete life experience of individual, also acknowledging that service systems play a role in how people meet their basic human needs along the way. In adopting HX perspective HR must ask, "How do our organization enrich lives? rather than asking, "How do our organization retain employees? Applying this whole-person approach to empower employees need organisations to invest in human capital (knowledge, skills, attitude), social capital (relationships, trust, cooperations), and psychological capital (hope, efficacy, resilience, optimism) simultaneously. For example, developing Psychological Capital (PsyCap), enables individuals to navigate uncertainty, bounce back from setbacks, and maintain motivation (Luthans & Youssef-Morgan, 2017) even in the challenging digital environments. When organisations invest in the broader life journeys of their employees, valuing their identities, acknowledging their challenges, and fostering their growth, they can build a workforce with high commitment and engagement who can withstand the challenges of digital transformation.

Inline with the Human Experience perspective, organizations are required to protect and nurture the human flame, which sustains essential human capabilities such as empathy and emotional intelligence, while enhancing experiences of purpose, meaning, and well-being. HX emphasizes that employees' life experiences, relationships, purpose, and well-being outside the workplace strongly influence how they perform at work. Embedding HX principles into work systems and HR practices helps organizations to reduce some technology related issues and build more resilient cultures. When constant connectivity, algorithmic systems, and virtual interactions create



challenges such as technostress and emotional fatigue, human capabilities like empathy and emotional intelligence become crucial for maintaining trust, belonging, authenticity, and psychological safety. Empathy promote quality of relationship and reduces the interpersonal strain associated with technologically mediated work (Cascio & Montealegre, 2016), Emotional intelligence (EI) enhances self-regulation, adaptability, and emotion management, helping employees cope with uncertainty and technological complexity (Anwar & Saraih, 2024). Empirical studies further show that EI strengthens the association between psychological capital and flourishing, and that employees with higher EI manage technostress more effectively and perform well in hybrid work settings (Rodrigues & Junça Silva, 2024). By recognizing their values, difficulties, aspirations, and growth inside and outside employee's work, HX enhance employee well-being and contribute to a broader perspective on serving humanity (Fisk et al., 2020). According to Bowen (Bowen, 2021, 2024), HX is grounded in principles such as authenticity, dignity, and fairness, which enhance people's sense of meaning and purpose which are key drivers of well-being. These perspectives are consistent with Seligman's (2011) well-being model, Ryan and Deci's (2000) core psychological needs for autonomy, competence, and relationship. Therefore, HX facilitates an environment in which the most valuable human qualities are not only protected but also intentionally developed and enlivened, fostering the human flame for the benefit of both employees and organizations in the digital age.

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# CYBERLOAFING OR COPING? THE STRESSFUL REALITY BEHIND DIGITAL DISTRACTIONS AT WORK

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## Introduction: A Digital Paradox in the Workplace

With information communication entering work environments today, the efficiency and effectiveness of employees have been improved with their ability to make informed decisions faster and expediently. However, these work settings have also provided a platform for individuals to use the internet to engage in activities outside of work. It is identified as cyberloafing and it has become a norm in any work environment today. This behaviour may include browsing sites related to entertainment, news, gaming, gambling and visiting adult sites, sending and receiving personal emails and engaging with social media.

## Mixed Research Perspectives on Cyberloafing

There have been different research views of cyberloafing in the past. Some have claimed it is detrimental to individual and organisational wellbeing, while others have claimed that it is useful to reduce stress resulting from work. However, recent research has claimed that short-term cyberloafing is useful for innovative and creative performance. Still, long-term cyberloafing is detrimental as it causes major depletion of cognitive resources, negatively affecting individual performance.

## Study Context: Private Banking in Sri Lanka

Private sector banking in the country plays a significant role in the financial landscape. It has developed alongside the broader banking industry, and they have become competitive in the industry. Private Banks are mostly responsible for providing personalised financial services, including reward schemes and preferential rates. These banks, like others, depend on high-end information communication technology systems to manage work and client affairs expeditiously and to maintain their reputation in a very competitive business environment.





Cyberloafing in these work settings is also common, taking away valuable time of employees from client affairs and other banking activities. Although cyberloafing itself is not detrimental but loafing on websites that are mostly addictive is not beneficial. Additionally, excessive cyberloafing can decrease employee performance, organisational performance and also cause legal issues for organisations for downloading illegal materials online. Short diversions from work are always welcome for those employees who are under pressure to maintain customer satisfaction on a 24/7 basis, like in the banking sector. Cyberloafing is also said to provide a cognitive respite for those engaged in the knowledge-intensive industry, such as banking, which poses an enormous burden on individual cognitive resources.

The current study used data from 96 middle managers from the private banking sector in Sri Lanka, using a convenient sampling technique. A Likert scale questionnaire was used to collect the sample and Covariance-Based Structural Equation Modeling (CB-SEM ) was used to analyse the data.

### **The Role of Stress: Mediator between Cyberloafing and Performance**

Despite evidence suggesting that cyberloafing promotes stress, there is a lack of evidence indicating that stress mediates the relationship between cyberloafing and job performance. The current research findings indicate that stress mediated the relationship between cyberloafing and job performance. Although there had been research to suggest that cyberloafing can

trigger work-related stress and, in turn, impact performance, there are no empirical studies specifically referring to “stress” as a broad phenomenon, arising either out of work or elsewhere. These findings are significant as they illustrate that cyberloafing can trigger stress and have a significant effect on performance.

### **Consequences of Stress arising from Cyberloafing for Middle Managers in the Banking sector**

1. Depletion of cognitive resources: depletion of cognitive resources will impact the consistency of performance, reduce work engagement, generate negative emotions and lead to job dissatisfaction.
2. Increased work pressure: Stress mediation due to cyberloafing can delay completion of work assignments, leading to work overloads. Such an overload will compound existing work pressure leading to anxiety and create cyclical stress.
3. Social isolation: Individuals’ high levels of stress due to cyberloafing would lead to an increased level of isolation among fellow workers, leading to poor co-worker relations.
4. Reduced levels of performance: Stress resulting from cyberloafing can lead to poor job performance. This consistently reduced performance will have long-term impacts such as job dissatisfaction, low progress on the career path.

## CYBERLOAFING OR COPING? ►

### Organizational Recommendations:

1. Educate employees on ethical cyberloafing to prevent stress and poor work performance. This can be initiated by providing information to employees on the limits of cyberloafing and the allowed websites.
2. Provide achievement targets: This target-driven achievement orientation can lead to individual self-orientation to achieve targets timely, reducing motivation to cyberloaf.
3. Nurture employees' organisational-based self-esteem: This would empower leadership qualities among individuals, improving their ability to accept greater responsibility for their work.

### Conclusion: A Double-Edged Sword

*Cyberloafing is a double-edged sword that can have both positive and negative effects on employee performance. A moderate level of cyberloafing is a good source to recuperate from mental fatigue, but excessive engagement will deplete cognitive resources. Poorly managed cyberloafing behaviour can promote poor work engagement, reduced performance and job dissatisfaction. The impact of cyberloafing could vary depending on the type of occupation, industry type and the level of responsibility. Individuals such as the middle managers in the banking sector are vested with greater responsibility to ensure customer satisfaction; increased levels of stress due to excessive cyberloafing behaviour can diminish their reputation and compromise the bank's reputation.*



# HR ANALYTICS: DRIVING DATA-DRIVEN DECISION MAKING IN HR

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**H**uman Resources (HR) is undergoing a transformation toward data-driven decision making, often termed people analytics or HR analytics. Instead of relying on gut instinct or tradition, HR professionals are increasingly leveraging analytics - the practice of collecting and analyzing meaningful measurements - to gain actionable organizational insights (AIHR, 2024a; SHRM Executive Network, 2025). HR Analytics is essentially the process of using data as evidence of what is happening in an organization, allowing decisions to be based on facts and events rather than intuition (AIHR, 2024b; American University, 2024). This shift mirrors the broader movement toward evidence-based management: just as modern medicine relies on data and diagnostics, HR is now expected to use robust data analysis to justify decisions. In fact, companies that embrace people analytics have been found to be ten times more likely to deliver effective insights to top management than those that do not (GrowthSpace, 2023).

## Defining Analytics and Its Role in HR

In an organizational context, analytics refers to the discovery and communication of meaningful patterns in data - essentially using measurements to derive insights that inform decisions (AIHR, 2024a). In HR, analytics means collecting and interpreting HR data to support evidence-based decisions (AIHR, 2024b). It enables HR leaders to move from “*what worked before*” or personal hunches to decisions grounded in solid evidence (American University, 2024). For example, instead of a manager hiring a candidate based on a “gut feeling,” analytics encourages objective assessments to predict the candidate’s likely success (Wharton Magazine, 2015).

Equally important is embracing a mindset that data = evidence of organizational events. Every data point (an exit interview score, a training completion rate, a sales figure per



employee) is a piece of factual evidence of something that happened in the organization. Viewing data this way transforms how decisions are made. HR teams can answer key questions and recommend actions with concrete evidence, knowing each recommendation traces back to real events (AIHR, 2024b). This evidence-based approach elevates HR's credibility and fosters a culture of accountability, since decisions are based on verifiable information and clear metrics (Kantar, 2024).

### Building the Data Foundation: From Lakes to Warehouses and Marts

For HR analytics to yield meaningful insights, a strong data foundation must underpin the process. This foundation typically comprises three layers: a Data Lake, a Data Warehouse, and Data Marts.

- **Data Lake:** A data lake is a centralized repository that stores all raw data from various organizational events and sources in its native format (AWS, n.d.). For HR, this includes data from HRIS, recruitment platforms, surveys, and more. Microsoft's HR analytics transformation began by building a unified "HR Data Lake," which eliminated data silos and became the foundation for advanced analytics (Microsoft, 2025).
- **Data Warehouse:** Data from the lake is processed through ETL (Extract, Transform, Load) operations and structured into predefined measurements for analysis (IBM, 2024). The warehouse ensures data quality and consistency, allowing HR professionals to calculate metrics such as turnover rates or time-to-hire efficiently.



- **Data Marts:** These are subject-specific subsets of the data warehouse tailored for particular HR functions (AWS, n.d.). For example, a recruitment mart may focus on sourcing effectiveness, while a retention mart may highlight turnover predictors. Data marts provide HR teams with focused datasets that enable deep, specialized analysis.

Without such a foundation, analytics often falters. Microsoft (2025) found that prior to building its HR data lake and warehouse, data retrieval was "tedious and drawn-out," slowing down insights. Once modernized, reporting became faster and far more reliable.

### The Analytics Process as Medical Diagnostics

The analytics process can be compared to medical diagnostics:

1. **Measurement System:** In medicine, tests and vital signs capture the patient's condition. Similarly, HR analytics begins by defining and capturing the right metrics such as absenteeism, engagement, and productivity.
2. **Data Input:** Like patients' symptoms and test results, HR data input (from the lake) provides evidence of organizational events.
3. **Analysis:** Doctors analyze test results to detect anomalies; HR analysts use statistical tools to uncover patterns such as turnover spikes.
4. **Diagnosis:** Physicians identify the underlying illness; HR professionals diagnose workforce issues such as disengagement or skill gaps.
5. **Intervention:** Doctors prescribe treatments; HR leaders prescribe data-backed interventions (training programs, new policies, etc.).

6. Follow-Up: Doctors re-test patients to confirm recovery; HR measures post-intervention outcomes to validate success.

As noted by Jost & Co. (2029), predictive and prescriptive analytics in HR operate much like a doctor's diagnosis and treatment plan, offering evidence-based guidance for action.

## The Importance of Comprehensive Measurement and Traceable Insights

The comprehensiveness of the measurement system determines the success of analytics. Without broad, high-quality data, insights remain shallow or misleading. *EngineerIT Magazine* (2021) emphasized that analytics is only as good as the data fed into it. A robust measurement system ensures HR has a holistic view - linking recruitment, training, performance, and retention - so interventions address root causes rather than symptoms. Equally important is traceability. Because HR analytics deals with past organizational events, every insight can be tied back to specific evidence. This makes decisions defensible and auditable. As Kantar (2024) highlighted, data-driven decision making builds a culture of accountability, where every action is justifiable through evidence.

## Industry Trends and Best Practices

Modern organizations are embracing cloud-based data platforms, predictive analytics, and experimentation. Microsoft (2025) demonstrated how a modern HR data estate significantly improves agility, enabling faster, more accurate insights. Predictive analytics is becoming mainstream, with tools that forecast attrition risk or skill shortages (Jost & Co., 2029).

Best practices include:

- Ensuring data literacy across HR functions (SHRM Executive Network, 2025).
- Embedding evidence-based experimentation, such as piloting new initiatives with control groups (American University, 2024).
- Maintaining strict privacy and ethics standards, ensuring transparency in how employee data is used.
- 

Organizations that adopt these practices see HR evolve into a strategic partner, where analytics augments human judgment rather than replaces it.

## Conclusion

*HR analytics is more than a tool—it is a mindset of evidence-based management. By grounding decisions in meaningful measurements and treating data as evidence of organizational events, HR can diagnose challenges, prescribe interventions, and monitor results just as medicine does. The success of analytics depends on a solid data foundation, a comprehensive measurement system, and a culture that values evidence and accountability. As Wharton Magazine (2015) observed, evidence-based HR benefits organizations in the same way that evidence-based medicine benefits patients: it ensures that every action is justified, effective, and aimed at long-term well-being.*

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# UNINTERRUPTED PRODUCTIVITY

*“In a world, full of distractions, the individuals who are mastering the art of completing the work, are the key talents behind the growth of any organization. It is leaders’ responsibility to create such a culture inside your respective teams”*

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**Chanaka Jayawickrama**

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United Motors Lanka PLC

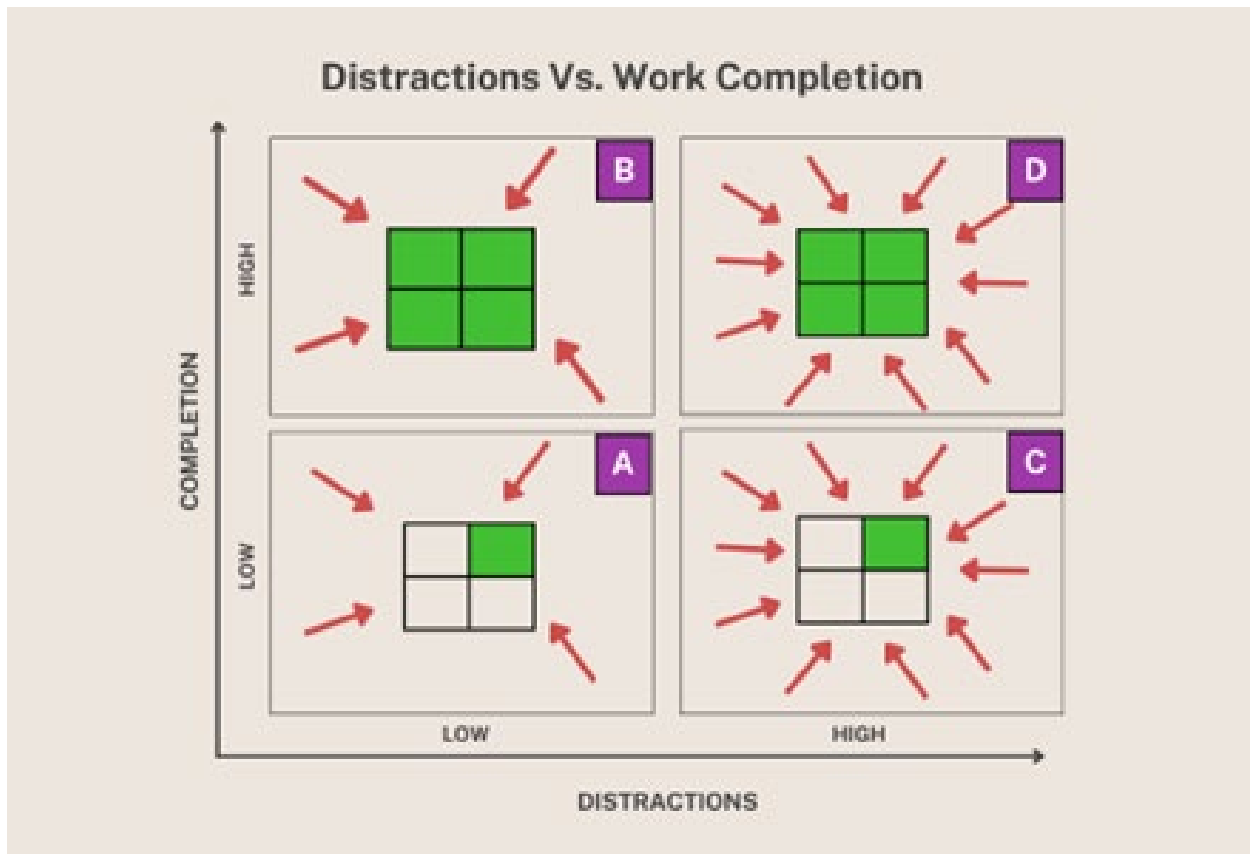


**T**he primary responsibility of any individual in a role is to carry out their work effectively. For leaders, this responsibility is even greater, as they strive to ensure their teams consistently meet deadlines.

However, challenges often arise and teams may face difficulties in completing tasks as planned. In such instances, how do you respond? Do you allow frustration to take over when expectations are not met, or do you take a deeper approach in identifying the root causes and guiding your team towards achieving their goals?



*To address this in a systematic way, I’m introducing a simple matrix designed to guide leaders in taking specific actions that help minimize workplace distractions while enhancing productivity.*



For ease of reference, the quadrants are labeled A, B, C, & D each representing the following dimensions (Please refer to the diagram above).

- Quadrant A - Low Distractions | Low Task Completion
- Quadrant B - Low Distractions | High Task Completion
- Quadrant C - High Distractions | Low Task Completion
- Quadrant D - High Distractions | High Task Completion

This tool will help leaders to position your team members within these quadrants according to their level of task completion and distractions, based on your experience and observations.

### Quadrant A [Low Distractions | Low Task Completion]

Individuals in this quadrant may not struggle with distractions but, could be facing deeper challenges such as unclear goals, an unsupportive work environment, lack of skills or knowledge, excessive workload or some personal level matters.

In such instances, leaders should avoid drawing surface level conclusions. Instead, they should take a deeper look and understand the real root cause and must address the underlying issues carefully. Building strong connections with the employees to uncover these obstacles not only helps resolve performance barriers but also foster a culture of supporting and continuous improvement.

### **Quadrant B & Quadrant C** **[Low Distractions | High Task Completion & High Distractions | Low Task Completion]**

Quadrant B & C are the most common, where task completion often shows an inverse relationship with distraction levels. Leaders should support employees in Quadrant B to ensure they maintain their performance in a way that they won't slip into quadrant C. This group can be leveraged to mentor others, stay engaged with challenging projects and be provided with opportunities for career growth.

On the other hand, the leader needs to identify the types of distractions commonly affecting the team members of Quadrant C and take steps to minimize them. This support may include guidance on time management and prioritization, breaking tasks into more manageable chunks, providing tips to reduce digital distractions, and offering closer supervision until they are back on track.

### **Quadrant D - High Distractions | High Task Completion**

Individuals in Quadrant D demonstrate remarkable focus and consistently deliver results despite frequent distractions. Many of these individuals have developed resilience and strong concentration skills over time.

Leaders should maintain close attention to these high achievers and they can be leveraged as role models, encourage them to share their best practices with others, and help foster a culture of high productivity across the team. Ultimately, cultivating a culture where more members fall into Quadrant D is a key leadership goal, as it enhances overall team performance and sets a standard of excellence.

### **Final Thoughts**

*By understanding and addressing the different ways employees manage distractions and complete their work, leaders can create a more supportive and productive environment. Tailoring leadership approaches to the unique needs of each quadrant not only enhances individual performance but also strengthens overall team dynamics and productivity.*





# FROM STRESS TO STRENGTH: ADDRESSING MENTAL HEALTH CHALLENGES IN SRI LANKAN ACADEMIA

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**K. A. K. S. Rathnakara**

Senior Lecturer,

Department of Human Resource Management,  
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**M**ental health among university students is increasingly recognized as a critical concern worldwide, and Sri Lanka is no exception. The country's undergraduates, particularly those in state universities, face a wide range of psychological challenges driven by academic, social, financial, and cultural pressures. However, mental health issues in this group are often underreported due to stigma and a lack of awareness, making the need for attention and intervention all the more urgent.



Anxiety and depression are two of the most common mental health issues. Many students suffer from chronic depression, low motivation, and hopelessness, which are frequently connected to emotional isolation, a lack of support networks, and academic failure. Students' well-being is also seriously threatened by anxiety disorders, especially those that are linked to financial insecurity, future uncertainty, and academic performance. These problems can often progress to suicidal thoughts and actions; research shows that more than 10% of pupils at some schools have thought about suicide.

Substance misuse, which is frequently utilized as a coping strategy for stress or social pressure, is another issue that is becoming more and more relevant. Substance abuse often coexists with other psychological problems, even if it is not usually considered a mental health disorder. This exacerbates the general state of mental health. Long-term academic stress can also lead to burnout, a chronic mental and physical tiredness that impairs a student's capacity for focus and productivity.

These mental health issues are caused by multiple factors. One of the main causes is academic pressure. Academic success is emphasized in the Sri Lankan educational system, and this competitive atmosphere carries over into college life. Students frequently sacrifice their mental health to meet the high expectations placed on them to do well.

Stress related to financial matters adds another level of hardship. Many undergraduates, particularly those from low-income families, have to juggle their academic obligations with the

demands of providing for their family. This burden is exacerbated by growing living expenses and restricted access to scholarships.

Students' attempts to get help are severely hampered by cultural stigma and a lack of knowledge about mental health. Since mental illness is still stigmatized in many communities, students tend to internalize their problems rather than seek help. In a collectivist country like Sri Lanka, where parental influence frequently determines academic and career choices, this is made worse by family expectations. In order to satisfy their families' expectations, students may repress their passions or goals, which can cause mental distress and a decline in self-esteem.

Universities frequently have insufficient support networks. When counseling services are offered, they are usually perceived as unapproachable, underfunded, or difficult to obtain. Also this scenario is negatively affected by the staff shortage, even though the academic staff is willing to help the students, they are not in a position to do so, with their heavy workloads. This makes it more difficult for students to get timely professional help. Additionally, students who use social media excessively may compare themselves to well managed representations of happiness and success, which can increase stress and feelings of inadequacy.

The manifestation of mental health concerns is influenced by gender. Because of traditional gender norms and safety concerns, female students frequently report higher levels of anxiety and sadness. On the other hand, because social norms discourage vulnerability, male students may repress their feelings, which could result in unspoken or concealed distress.



Untreated mental health issues have an impact on relationships, dropout rates, and long-term psychological disorders in addition to academic results. The productivity and cohesiveness of society as a whole are also negatively impacted, in addition to the individual student. Addressing these problems requires a multi-level strategy. Universities should provide private, qualified counseling services and incorporate mental health teaching into orientation programs. Student-friendly policies that offer mentorship opportunities and flexible academic criteria are essential. Initiatives for peer counseling can aid in the development of unofficial support systems. In order to foster more understanding and less stressful family environments, awareness efforts must also involve families.

The University Grants Commission and Ministry of Higher Education must prioritize student mental health through national policies and funding. Ensuring student well-being is not only a moral responsibility but also an investment in the country's future human capital. Empowering students to navigate stress, seek help, and thrive will enable them to contribute meaningfully to both society and the economy.

# BUILDING A SUSTAINABLE HUMAN RESOURCE MANAGEMENT

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**Nirosh De Silva**

Senior General Manager, Texlan Center (Pvt) Ltd.

In a rapidly evolving global economy, organizations face growing expectations to operate responsibly in how they manage and develop their people. Sustainable Human Resource Management (HRM) has emerged as a strategic approach that aligns business objectives with the long-term well-being of employees, communities, and the environment. It represents a shift from purely operational efficiency toward embedding ethical responsibility and sustainability into people management.



## Understanding Sustainable HRM

Sustainable HRM integrates environmental, social, and economic considerations into HR policies and strategies. Unlike conventional HRM, which emphasizes short-term productivity gains, sustainable HRM creates value for all stakeholders while ensuring organizational long-term viability. This approach acknowledges that human capital is not an expendable resource but a vital, renewable asset.

This concept extends beyond green initiatives or corporate social responsibility programs. It means fostering employee well-being, promoting diversity and inclusion, ensuring fair compensation, and offering continuous learning opportunities that enhance adaptability, maintain ethical standards, and contribute to broader environmental and social goals.

## Core Pillars of Sustainable HRM

**Employee Well-being and Work-Life Balance** forms the foundation through flexible work arrangements, mental health programs, manageable workloads, and supportive leadership that prevent burnout while increasing productivity.

**Ethical Practices and Fairness** ensure fair recruitment, transparent promotions, equitable pay, and inclusion initiatives that build trust, strengthen loyalty, and protect organizational reputation.

**Continuous Learning and Development** involves investing in skills and professional growth through training, mentorship, and internal mobility opportunities, enabling employees to adapt to technological shifts while fostering innovation.



**Employee Participation and Voice** promotes inclusive decision-making and open feedback channels that create engagement cultures where employees contribute meaningfully to problem-solving and innovation.

**Alignment with Environmental and Social Goals** allows HR to champion sustainability by promoting green workplace practices, supporting community engagement, and integrating CSR goals into daily operations.

### **The Business Case for Sustainable HRM**

Organizations with sustainable HR practices enjoy higher retention rates, enhanced employer branding that attracts top talent, greater innovation from diverse environments, and increased resilience during disruptions. Sustainable HRM reduces costs associated with turnover, absenteeism, and reputational damage while creating positive returns through improved performance and stronger competitive positioning.

### **Implementation Strategies**

Organizations should conduct HR sustainability audits to assess current policies, workforce demographics, and engagement levels. Leadership engagement is crucial, as sustainability must be championed at executive levels and integrated into strategic planning.

Organizations must redesign HR policies to integrate flexibility, equity, and lifelong learning. Leveraging technology through HR information systems streamlines processes, reduces resource consumption, and enables remote collaboration. Measuring progress through engagement scores, diversity ratios, environmental impact, and retention rates helps evaluate initiative effectiveness.

### **Challenges and Future Outlook**

Common barriers include short-term profit pressures, resistance to cultural change, resource constraints, and difficulty measuring ROI. Addressing these requires strong leadership commitment, clear benefit communication, and embedding sustainability goals into performance metrics.

Sustainable HRM's relevance will continue growing as younger generations expect ethical, socially responsible employers. Organizations proactively adopting sustainable HRM will better attract talent, comply with regulations, and adapt to market conditions.

### **Conclusion**

*Building a sustainable HRM framework is both a moral responsibility and a strategic advantage. By balancing organizational goals with the long-term needs of employees and society, businesses create resilient, innovative workforces that thrive in dynamic environments. Sustainable HRM is a forward-looking investment driving business longevity and positive societal impact.*

# THE RELATIONSHIP BETWEEN BUDDHISM AND HUMAN RESOURCE MANAGEMENT

**W**hen studying Human Resource Management, concepts such as labor relations, diversity management and leadership naturally come to our attention. But when considering the roots of these concepts, they extend back to a history as far back as two thousands five hundred years ago. The insights into human behavior, especially during the early Buddhist era, offer valuable lessons for today's human resource management. This is an essay about it.

## Labor Relations

When it comes to labor relations, it is important to protect employer and employee rights and deal with legal situations appropriately. This one can be seen through the various laws that have been passed in our country, including the EPF, ETF and Maternity benefit acts. The Sigalowada Sutta, known as the 'Gihi Vinaya', provides valuable guidance to maintaining labor relations very well. It states that the employer must fulfill its duties to its employee in five ways.

The employer should assign work accordingly to the strength of his employees.



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The employer should pay the employees a salary commensurate with their work. They should provide medicine and facilities in cases of illness. They should also make their employees happy by giving them special rewards and treatments and they should be given leaves when appropriate. This Sutta also states that employees should treat their employer, who performs duties on their behalf, in five ways. The employee must arrive on time and begin his duties. It is up to him to complete the task assigned to him responsibly. The employee must be faithful to his employer. Also the employee must protect the employer's property and act in a manner that protect

his reputation. It is clear to us that these policies will help create a good environment in the organization.

### **Diversity Management**

There is a strong interest in diversity management in the current work environment. It helps to build a creative and enthusiastic work environment. The key here is to give the right person the right position based on ability and talent, rather than the race, caste, religion, language or gender. If this was first implemented within the Buddhist monastic community. The ordination of a young child named Sunitha, a garbage collector who worked in a lowly job, changed the society of that time. A young man named Upali, who has engaged in cutting the hair of the princess, was ordained and given full responsibility for the discipline of the Sasana. The Buddha even visited the house of a prostitution named Ambapali, for alms, and she eventually received ordination. The Buddha pointed out that Bhikku society not only for princess or wealthy.

### **Leadership**

Western scholars have offered various definitions theories of leadership over time. Trait theory, Contingency theory, Leader-Member Exchange theory, etc are of some theories. A leader is a different character from a boss. A leader is someone who moves forward with his followers. He distributes positions and responsibilities among his people as appropriate. These leadership traits are well demonstrated when looking at the Buddha. During his first Dhamma Preaching campaign the Buddha, who had shown his disciples has to do this, and then visited the Uruwela colony. He also travelled there to spread the Dhamma. He also promoted the development of the Sasana by giving suitable positions to his followers. Among the wise, the great Arahant Sariputta was the foremost. Venerable

Ananda Thero was the treasurer of the Dhamma (Dharma bhandagarika). Great monks such as Maha Moggallana, Maha Kassaapa, Rahula, Kaludai also attained the highest position according to their spiritual qualities. Also, following the practice of previous Buddha, approving the ordination of women in another outstanding leadership trait of the Lord Buddha.

### **Middle Path**

The middle path promotes moderation, which is in line with modern HR practices such as sustainable employment, ethical HR management and corporate social responsibility (CSR). This provides guidance on achieving flexible working hours, stress management and practicing mindfulness. In addition it helps employers resolve various conflicts within the organization and establish goals while taking into account both the business and employee.

### **Overview**

Considering these factors, we can come to conclusion that Buddhist philosophy has been utilized for the development of human resource management. Human resource management for productivity and coexistence while Buddha guides for ethical and psychological development. We can see that the combination of both helps in effective management.



# UNLOCKING DECISIONS THROUGH DATA ANALYTICS



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In everyday life, we often hear the phrase “Don’t judge a book by its cover”. This saying shows us that we should think deeper than what appears on the surface and make decisions. There, we can take “analytics” as something we cannot forget. Analytics means studying data carefully to find useful information. It helps to understand the past, explain why it happened, predict the future, and decide what to do to improve results. Going beyond the surface level in decision-making in an organization and using data analysis leads us to more accurate decisions.

Human Resource Management (HRM) is a fundamental support force in an organization, and it is a vital area for successful organizational performance. In the modern era, HR Analytics is known as a new way of making decisions, changing this field. Us-

ing HR Analytics, HR managers can measure and develop employee performance, uncover resignation trends, analyze the effectiveness of training programs, and identify new development needs. For example, data such as employee attendance, feedback, and performance can be collected and used to predict future resignations through a Machine Learning model. In this way, data-driven HRM methods give an organization a sustainable advantage and usher in a new era of fact-based decision-making. Data-driven decision-making is the use of analytical insights from data, rather than personal opinions or experiences, when making decisions within an organization. That is, decisions about the organization’s activities, performance, and future plans are based on accurate data, leading to more reliable and actionable decisions.

There are various analytical methods used here, of which four main types of analysis can be identified. First, Descriptive Analytics is a method that answers “What happened?” For example, analyzing monthly employee numbers or retirement trends. Second, Diagnostic Analytics is one that asks “Why did it happen?” - for example, identifying the causes of employee turnover. Third, Predictive Analytics reveals “What might happen in the future?” - for example, identifying future hiring needs. Finally, Prescriptive Analytics gives answers the question “What should we do?” - for example, recommending the hiring paths that yield the most talent.

By using these four analytics methods together, an organization can build a culture of data-driven decision-making, improving the quality of decision-making.

Data-driven decision-making within an organization is considered an essential component for success in a modern business environment. It provides the ability to make decisions based on reliable data instead of personal opinions or guesses, thereby increasing the accuracy of decisions. Furthermore, the use of Predictive Analytics methods enables the identification of future risks and challenges, and helps the organization to formulate appropriate plans for the future. The insights gained from data analysis can improve employee performance, efficiency, and organizational results. In addition, organizations that make data-driven decisions are able to act faster and more accurately than their competitors, thereby maintaining business competitiveness.

Implementing data-driven decision making in an organization presents both challenges and opportunities. Data quality issues are a major challenge, and decisions based on inaccurate or incomplete data can be detrimental to the organization. Another important issue is privacy and ethics issues, and it is essential to adhere to legal and regulatory constraints when analyzing employee data. Resistance to change is also a common issue – employees may resist adopting new technologies. However, to overcome these challenges, an organization must develop a collaborative culture where IT, HR, and leadership align. By doing so, data-driven decision making opens up new opportunities for an organization and paves the way for fact-based leadership.

Data analytics is an essential tool for making decisions that have organizational value. “Don’t make decisions based on your gut, look at the data” is a principle that builds the future of organizations.

In fact, making decisions without data is like walking into a room without electricity. Analytics is the light bulb that lights up that room - bringing a new perspective, a new direction, and new opportunities to the organization.

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# THE IMPACT OF METAVERSE ON THE FUTURE OF THE HR PROFESSION

The concept of the “Metaverse” has become one of the most discussed technological advancements in recent years. It refers to a shared, immersive, and persistent virtual environment where people interact through digital avatars. (Dionisio et al., 2013) In this Metaverse concept, it combines Virtual Reality (VR), Augmented Reality (AR), Artificial Intelligence (AI), and Blockchain. The Metaverse is a new transformational platform for communication, managing tasks, and human-computer collaboration. By today, several prominent industries have begun to adopt the Metaverse, including gaming and entertainment, education and training, retail and marketing, and health-care, where immersive virtual environments are used for interaction, learning, and service delivery. Similarly, the Human Resource (HR) profession is increasingly exploring the Metaverse for recruitment, training, and employee engagement. (Dionisio et al., 2013)



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At present, the Metaverse is already influencing Human Resource Management (HRM) practices. As a result, HR practices should transition to highly interactive and technology-driven experiences. One of the major applications will be in virtual recruitment and onboarding. As an example, HR professionals can conduct recruitment programs within virtual spaces, and Organizations will allow candidates to interact with company representatives and explore the digital office.

The metaverse concept also offers new opportunities for training and development. Employees can actively participate in immersive experiences that replicate real-life work situations, helping them to practice decision-making, grow leadership skills, and teamwork within a risk-free environment. As an example, the HR department can organize virtual team-building activities to increase employee engagement and connectivity.



Performance management is another aspect of transformation. HR managers can evaluate employee collaboration, communication, productivity, and decision-making abilities using AI-powered analytics within a metaverse environment. Through the metaverse, Managers can get more accurate performance assessments, securing employee records, payroll data, and contracts, reducing paperwork and increasing transparency.

The Metaverse is not expected to replace HR professionals entirely. But it will transform their roles and new skills. Such as technological literacy, data analysis, and leadership, etc. Therefore, HR positions may include jobs like Metaverse HR specialist, Virtual training designer, and Digital Culture Manager in the future. The adoption of the Metaverse in HR Management faces several challenges and limitations. Such as, high implementation cost, technological infrastructure requirements, data privacy and cyber security etc. Additionally, ethical issues related to employee surveillance, digital fatigue, and the lack of clear regulatory frameworks may hinder widespread adoption. These challenges require careful strategic planning and policy development before the Metaverse can be fully integrated into HR practices. (Kim, S., Park, J., and Lee, H. (2021) Augmented Reality for Data Visualization in Urban Planning Challenges and Opportunities. Computers, Environment and Urban Systems, 88, Article ID 101655. - References - Scientific Research Publishing, n.d.)

In conclusion, the metaverse represents the next stage of evolution for the HR profession. It combines technology with human interaction to create a more inclusive, engaging, and efficient work environment. As organizations continue to explore virtual possibilities, HR professionals must adapt to embrace this transformation and ensure that people remain at the heart of the digital workplace.

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# THE ROLE OF HR IN MANAGING AI AND MITIGATING BIAS

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**A**rtificial Intelligence (AI) is already changing the way work is being done, especially in recruitment and talent management. With the growing uptake of AI-powered tools by organizations, the HR professionals are set in a focal point of a significant quandary: to leverage the efficiency of AI and maintain fairness, transparency, and legal compliance with the ever-changing legal regulations. Although AI has the potential to streamline processes and minimize some biases, it also has the potential to reinforce or even enhance discrimination unless it is handled well. The role of HR in this tricky environment has never been more crucial.

## The Promise and Pitfalls of AI in HR

AI is a potent tool capable of optimizing HR work. Resume screening is automated, employee performance can be predicted, and interview analysis can be performed by the algorithm, which reduces the time and resources that are needed to make hiring and management decisions. These applications are able to handle large volumes of data in a short period of time, creating patterns that could be missed by humans.

However, the nature of AI systems is such that they are influenced by the data they are trained on. In cases where training data is biased in historical terms, i.e., a gender, race, age, or other demonstrated characteristic, AI systems will automatically reproduce their bias in the suggestions. As an example, it has been proven that AI that is primarily trained using the resumes of male applicants in the field of technology might be biased against female candidates. The consequences of such outcomes are significant legal and reputational risks for organizations.

## Strategic Interventions for HR Professionals

In order to implement AI tools successfully and avoid bias, the HR professionals are recommended to adopt several important strategies:

### Data Governance and Quality Control

HR teams should filter and update training data to eliminate biases, ensure diversity, and collaborate with AI vendors to promote fair, representative algorithms.

## Transparency and Vendor Due Diligence

HR must thoroughly research AI vendors, understanding their algorithms, data sources, and decision logic to identify potential biases early.

## Regular Auditing and Monitoring

Continuous audits of hiring procedures and AI systems using statistical and disparate impact tests are essential to detect and address bias early, preventing discriminatory outcomes.

## Training and Human Oversight

Human judgment should be enhanced and not substituted by AI. The HR members and those in charge of hiring must be trained intensively on the usage of AI tools without being careless of possible biases. Knowledge of the operation of the AI systems and awareness of their limitations will help make technology a decision-support system and not an undisputed power.

## Legal Compliance and Staying Current

The legal environment surrounding AI in the workplace is evolving rapidly, requiring HR professionals to stay informed about new regulations from the EEOC and DOL. Traditional legal audits and counsel are essential for ensuring compliance and reducing the risk of discrimination claims.

## Applicant Rights and Transparency

Organizations using automated decision systems must ensure transparency for applicants. Specifically, when AI is involved in initial hiring decisions, applicants should receive clear information about the evaluation criteria used and be afforded opportunities to understand and challenge the AI's results.

## Contextual Considerations for Sri Lankan Organizations

Sri Lankan HR professionals face challenges integrating global AI technologies with local labor laws and cultural contexts, emphasizing the need for proactive internal standards due to the lack of AI governance regulations.

- Modifying AI systems to consider different local education qualifications and career progression patterns, which may not be the same as the Western ones.
- Making sure that AI tools do not unintentionally discriminate based on factors that are significant in Sri Lanka, such as language proficiency or regional backgrounds.
- Collaboration with local industry associations in sharing responsible AI development practices.
- Seeking the opinion of legal specialists knowledgeable about Sri Lankan labor law to ensure that AI tools do not violate any of the existing anti-discrimination protections.





## Conclusion

The integration of AI in HR practices presents both opportunities and challenges. While these technologies can enhance productivity and help reduce certain biases, they also introduce new risks that require careful management. HR should act as a strategic steward, ensuring that AI tools promote fair, transparent, and legally compliant workplaces, rather than perpetuating existing inequalities. This responsibility extends beyond technical implementation to encompass ethical leadership, prioritizing data quality, transparency, regular audits, continuous learning, and human oversight. By doing so, HR professionals can safeguard their organizations against potential legal and reputational issues while fostering truly inclusive workplaces that honor human dignity and fairness.

The evolving nature of AI necessitates vigilance, adaptability, and a commitment to ethical considerations in technology adoption within HR, aimed at fostering an efficient, innovative, and fair workplace.

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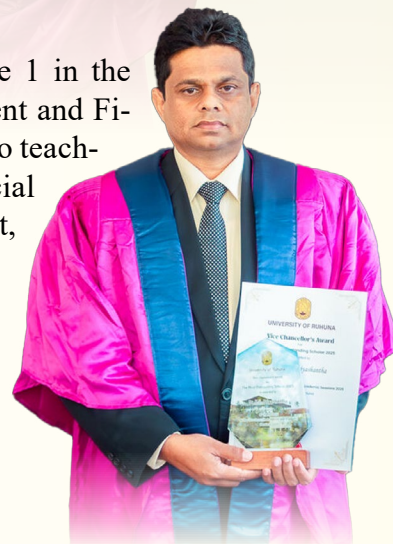
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## STAFF ACHIEVEMENTS

# THE MOST OUTSTANDING SCHOLAR - 2025 of the University of Ruhuna

**Dr. Kankanamge Gayan Priyashantha** is a Senior Lecturer Grade 1 in the Department of Human Resource Management, Faculty of Management and Finance, University of Ruhuna. He has made outstanding contributions to teaching, research, and academic leadership. His research focuses on Artificial Intelligence, e-HRM, metaverse applications, employee engagement, and work-family conflict.

His academic excellence has been recognised through the Vice Chancellor's Award for *Most Outstanding Scholar – 2025, Senate Honours, multiple Best Paper Awards, and the Young HR Mind Award* presented by the Chartered Institute of Personnel Management (CIPM).

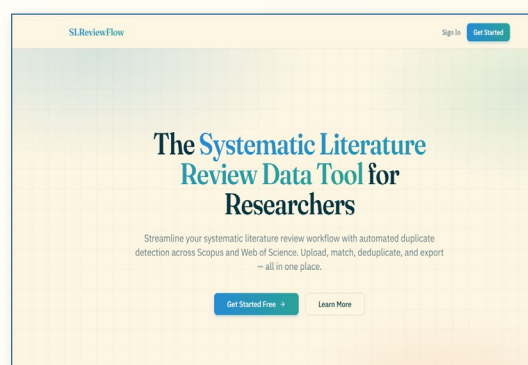


## INTERNATIONAL PUBLICATION

Building on his distinguished research career, Dr. Priyashantha published *The Metaverse and Career Development: Applications, Implications and Future Directions* through [Routledge](#), an imprint of [Taylor & Francis](#). The book explores how metaverse technologies are reshaping career development and the future of work, presenting practical applications, policy considerations, and ethical implications for digital HRM and career management. This international publication reflects the Department's growing contribution to global scholarship while enhancing the international reputation of the University of Ruhuna.

## RESEARCH SOFTWARE INNOVATION

Complementing his research contributions, **SLReviewFlow** is an innovative software platform developed by **Dr. Priyashantha, along with Dr. Kushan Liyana Arachchige**, to support researchers in conducting systematic literature reviews. The platform streamlines key stages of the review process, including literature searching, screening, data extraction, quality appraisal, and evidence synthesis, within an integrated digital environment. By combining research methodology with technology, SLReviewFlow promotes efficient, transparent, and high-quality evidence-based research, further demonstrating Dr. Priyashantha's commitment to research innovation, collaboration, and academic excellence.



## STUDENTS ACHIEVEMENTS



### **Deshamanya Dr. Nihal Jinasena Memorial Gold Medal and MINT HRM Gold Medal**

**Najimudeen Ilmul Hasla** graduated with a Bachelor of Business Administration (Honours) in Human Resource Management from the University of Ruhuna.

In recognition of her outstanding academic performance, she was awarded the Deshamanya Dr. Nihal Jinasena Memorial Gold Medal, presented to the graduate who obtained the highest Grade Point Average (GPA) in the Bachelor of Business Administration (Honours) in Human Resource Management degree programme and graduated with a First Class or Second Class (Upper Division). She also received the MINT HRM Gold Medal, awarded to the graduate with a First Class or Second Class (Upper Division) who obtained the highest aggregate marks in all subjects in the Human Resource Management specialization in the first attempt with the proper batch.

### **Chartered Institute of Personnel Management (CIPM) Gold Medal and G. Rathnayaka Memorial Gold Medal**

**Nethmi Perera** graduated with a First Class in the Bachelor of Business Administration (Honours) in Human Resource Management from the University of Ruhuna.

In recognition of her outstanding academic performance, she was awarded the Chartered Institute of Personnel Management (CIPM) Gold Medal, presented to the graduate who obtained a First Class or Second Class (Upper Division) and the highest marks in the Human Resource Management course unit (BBA 12033) in the first attempt with the proper batch. She also received the G. Rathnayaka Memorial Gold Medal, awarded to the student with a First Class or Second Class (Upper Division) who obtained the highest marks in the Principles of Management course unit (BBA 11013) in the relevant academic year.





# HRM GALLERY



## WORKSHOP ON HEALTH AND SAFETY MANAGEMENT

The Department of HRM, University of Ruhuna, in collaboration with the Circle of HRM (AcRuHRM), organized this specialized practical workshop to enhance the subject knowledge of 2000-level HRM specialization undergraduates.

### Program Details

- Date: 5<sup>th</sup> February 2025
- Time: 1.00 P.M. - 3.00 P.M.
- Venue: 2B , Faculty of Management and Finance (FMF)

## GARDEN BASE TREE PLANTING CHALLENGE

To celebrate the Sinhala and Tamil New Year while promoting environmental sustainability, the Circle of Human Resource Development (CHRD) of the University of Ruhuna organized the “Tree Planting Challenge.”

### Program Details

- Date: Organized during the New Year season
- Time: Open Submission
- Venue: Home gardens of the participants



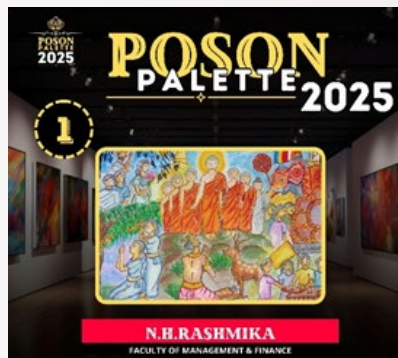
## OBT 2025 (OUTDOOR BOUND TRAINING)

A specialized outdoor bound training program organized by the Circle of Human Resource Development (CHRD) of the University of Ruhuna to enhance students' leadership skills, team spirit, and personality development.

### Program Details

- Date: 30<sup>th</sup> April 2025.
- Time: 6.00 a.m. to 9.00 p.m..
- Venue: Basketball Court, Faculty of Fisheries and Marine Sciences & Technology, University of Ruhuna.





## POSON PALETTE 2025

“Poson Palette 2025” is an inter-faculty art competition organized by the Circle of Human Resource Development (CHRD) of the University of Ruhuna to celebrate the spirit of Poson while showcasing the artistic talents of undergraduates.

### Program Details

- Closing Date: 19<sup>th</sup> June 2025
- Venue: University of Ruhuna

## PULSEHR'25 GUEST LECTURE

The Circle of Human Resource Development (CHRD) of the University of Ruhuna organized the “PulseHR’25” special guest lecture to update HRM students’ professional knowledge and prepare them for the corporate landscape.

### Program Details

- Date: 18th June 2025
- Time: From 1.30 P.M. onwards
- Venue: MFLT 04







## FIELD VISIT 2025

Organized by the Department of Human Resource Management in collaboration with the Circle of Human Resource Development (CHRD) of the University of Ruhuna, “Field Visit 2025” was a dynamic learning journey designed for undergraduates.



### Program Details

- Date: 26th June 2025
- Venue: Colombo Lotus Tower, Global Sports Lanka Ltd, LISPO Pvt Ltd, and Katunayake Export Processing Zone (BOI)



## ELEVATORHR 2025 | GUEST LECTURE

A session on Performance Management conducted by Mr. Nirosh De Silva, Senior General Manager, Texlan Center (Pvt) Ltd, Colombo.

### Program Details

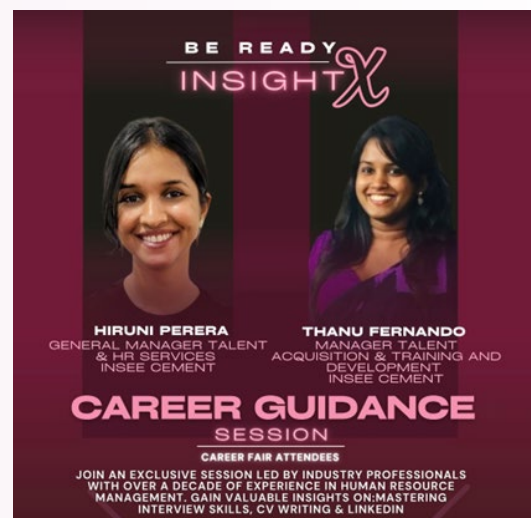
- Date: 17th July 2025
- Time: 10.00 a.m. -1.00 p.m.
- Venue: MFLT 06

## INSIGHTX | CAREER GUIDANCE SESSION

A session on Career Guidance was conducted by both Ms. Hiruni Perera, General Manager Talent & HR Services, INSEE Cement and Ms. Thanu Fernando, Manager Talent Acquisition & Training and Development, INSEE Cement.

### Program Details

- Date: 23rd July 2025
- Time: From 1.30 P.M. onwards
- Venue: MFLT 05







## ATHWELA CSR PROJECT – 5TH PHASE

The 5th phase of the Athwela CSR Project, conducted by the Circle of Human Resource Development of the Department of Human Resource Management, University of Ruhuna. The two-month initiative supported MR/Sri Medhankara Maha Vidyalaya, Porathota, Matara, focusing on addressing the school's limited facilities, including a shortage of books and poor classroom conditions.

### Program Details

- Date: 25th June 2025
- Venue: MR/Sri Medhankara Maha Vidyalaya, Porathota, Matara
- Beneficiaries: 272 students



## LEGACY - JUNIORS' WELCOME PROGRAM

The Juniors' Welcome Program for 2025, organized by the Circle of Human Resource Development, aims to welcome second-year HRM students to the Department of Human Resource Management, Faculty of Management and Finance, University of Ruhuna.

### Program Details

- Date: 22nd October 2025
- Time: 1.00 p.m. -4.00 p.m.
- Venue: MFLT 05





## CAREER PATH DESIGNING WORKSHOP

A special session organized by the Circle of Human Resource Development to explore possibilities, to identify strengths, and to shape the roadmap to dream careers. This was held at MFLT 2B of the Faculty of Management and Finance. The session was conducted by the Department of Manpower and Employment, Ministry of Labour, Sri Lanka, in collaboration with the Career Guidance Unit of the University of Ruhuna.



### Program Details

- Date: 18th November 2025
- Time: 1.00 p.m. -4.00 p.m.
- Venue: MFLT 2B



## HR BEYOND BORDERS -GUEST LECTURE 2025

A guest lecture organized by the Circle of Human Resource Development to gain first-hand insights into global HR practices, modern workplace dynamics, and the mindset needed to lead across cultures. This was held at MFLT 06 of the Faculty of Management and Finance. The session was conducted by Mr. Nirosh De Silva, Senior General Manager, Texlan Center (Pvt) Ltd, Colombo.

### Program Details

- Date: 19th November 2025
- Time: 12.00 p.m. -4.00 p.m.
- Venue: MFLT 6





## ANNUAL GENERAL MEETING OD DEPARTMENT OF HUMAN RESOURCE MANAGEMENT



The Department of Human Resource Management proudly organized the Annual General Meeting, a key forum to reflect on the past, celebrate achievements, and shape the vision for the future of the student circle.

### Program Details

- Date: 26th November 2025
- Time: 11.30 a.m. -12.30 p.m.
- Venue: MFLT 6



## FIELD VISIT – DISCOVERING OPERATIONAL EXCELLENCE

This is more than a visit; it's an opportunity to witness HR in action, bridge the gap between classroom concepts and industry realities, and connect learning with leadership. About 70, 2000 level HRM Specializing students and lecturers attached to the Department of Human Resource Management participated in this.

### Program Details

- Date: 19th November 2025
- The places visited were:
  1. MAS Intimates - Unichela (Pvt) Ltd
  2. Koggala Export Processing Zone







## YUM YARD – CONVOCATION FOOD STALL 2025

As part of the 32nd Convocation of the University of Ruhuna, students from the Department of Human Resources Management (HRM) stream successfully organized and managed a food stall titled “YUM YARD.” The initiative was held over three days (December 10th–12th) and served as a practical platform for students to apply management theories in a high-pressure, real-world environment. The Head of the Department, and the dedicated lecturers whose unwavering support made this achievement possible.

### Program Details

- Date: 10th, 11th and 12th December 2025
- Venue: University of Ruhuna



## FIELD VISIT 2025 – EXPLORING INDUSTRY GIANTS

This is more than a visit; it’s an opportunity to witness HR in action, bridge the gap between classroom concepts and industry realities, and connect learning with leadership. About 110, 3000 level HRM Specializing students and lecturers attached to the Department of Human Resource Management participated in this.

### Program Details

- Date: 30th December 2025
- The places visited were:
  1. Hambantota International Port
  2. Lanwa Sanstha Cement Corporation
  3. District Secretariat – Hambantota







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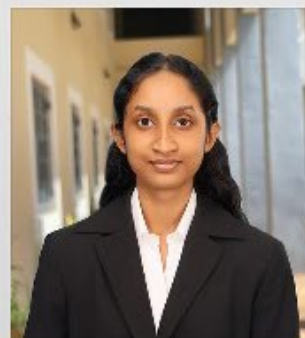
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