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Department of Human Resource Management
Faculty of Management and Finance
University of Ruhuna
Sri Lanka

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FEATURE ARTICLE *Dr. Sugumar Mariappanadar*

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HONORARY ARTICLE *Senior Prof. H.H.D.N.P. Opatha*

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HOW CAN WORKERS BENEFIT FROM HYBRID WORK ARRANGEMENTS, AND WHY DO SO MANY PEOPLE DEMAND IT? *Prof. Chamaru De Alwis*

Department of Human Resource Management
Faculty of Commerce and Management studies
University of Kelaniya, Sri Lanka

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Group Managing Director/CEO
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Deputy General Manager
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LIFE STORY - AN INTERVIEW ARTICLE *Dr. R.M. Ratnayaka*

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DEPARTMENT OF HRM

FACULTY OF MANAGEMENT AND FINANCE
UNIVERSITY OF RUHUNA

Management education plays a significant role in creating managerial professionals equipped with a wide range of managerial skills and competencies that drive organizations towards success. As a leading academic department in providing Human Resource Management (HRM) education, we coordinate the Bachelor of Business Administration (Honours) degree in HRM.

The Bachelor of Business Administration (Honours) degree major in HRM, aims to create highly employable HRM graduates who are equipped with a comprehensive mix of knowledge, skills, and competencies at the cutting edge of current best practices in the field of HRM.

In order to meet the rigorous requirements of the labour market, the department provides students with the opportunities to enhance knowledge, skills, and competencies through subject-related workshops, guest lectures, company visits, and outbound training programmes with the collaboration of industry experts. Further, students are able to develop their interpersonal, communication, and team-building potential through the extra-curricular activities coordinated by the circle of Human Resources Development.

The greatest strength of the department is the highly qualified staff who has earned local and international exposure in the management discipline. With all these resources, the department is committed to realise the objectives of the department and engage in continuous learning and research. Thus, the Department of HRM invites talented and dynamic students to enroll in the programme and develop their career in the field of HRM.

DEPARTMENT OF HRM

FACULTY OF MANAGEMENT AND FINANCE
UNIVERSITY OF RUHUNA

Vision

To be the prime Human Resource Management
intellectual thrust of the nation.

Mission

To advance the knowledge, skills, innovations
and culture in the field of Human Resource
Management through value added teaching,
expert consultation, research and the
enrichment of
human potential for the betterment of the
society.

Values

Academic Merits
Professional Development
Integrity
Respect
Diversity
Innovation
Teamwork and Collaboration



MESSAGE FROM THE CHAIRMAN

UNIVERSITY GRANT COMMISSION, SRI LANKA

It is indeed a great pleasure to issue a message as Chairman of the University Grant Commission, Sri Lanka for the very first issue of the 'HR Disclosure' magazine launched by the Department of Human Resource Management, Faculty of Management and Finance, University of Ruhuna. It is very heartening to learn that the activities organised in line with the magazine launch have been revived successfully. I fervently believe that this first launch of the magazine whilst collaborating with other universities will create a pathway to boost the quality of the academic writing and research of our undergraduates. Providing necessary opportunities for the students to showcase their talents is important to sharpen their soft and hard skills before letting them step into the organisational contexts.

Thus, as the Chairman of the University Grant Commission, I would like to congratulate and appreciate the efforts of the Editorial Team in launching their first magazine while encouraging them to create more opportunities in this direction for the undergraduates and wish them success on the way forward of the 'HR Disclosure' magazine.

Prof. Sampath Amarathunga
Chairman
University Grant Commission
Sri Lanka



MESSAGE FROM THE VICE -CHANCELLOR

UNIVERSITY OF RUHUNA, SRI LANKA

I would like to extend my warmest and sincere congratulations to the Department of Human Resource Management on launching the first issue of the 'HR Disclosure' magazine. I remain impressed by the enthusiasm of the Department of Human Resource Management towards the quality projects they continuously deliver to strive for excellence in various academic areas, and the sterling contribution it has made in providing a broad-based and disciplinary education for students. Within three years of the establishment of the Department of Human Resource Management, it has grown to be phenomenal with a rising enhancement.

The 'HR Disclosure' magazine provides an exclusive opportunity for the students to enrich their knowledge because of its scope, which is blended with People Management. Having a skill in people management is essential as we are working in a connected space. The magazine highlights how Human Resource Management improves the company's bottom line with its knowledge of how human capital affects organisational success and personal development. I believe this magazine addresses the HRM's past, present, and future, which educate students and readers from academic and industrial perspectives.

I appreciate the determination of the editorial board's initiation toward the creation of the Inter-university level knowledge-sharing platform to share insights on HR Discipline. And it's a pleasure to witness the thoughts of the delegates from the Human Resource Field in local and international contexts who have been featured in the magazine. The editorial team has indeed made a great effort to blend academic and industrial communities in one frame.

Thus, I extend my heartiest compliments to the Faculty of Management and Finance led by the Dean, Prof Samantha Kumara and the HOD/HRM Dept. Dr Bandula Galhena and the HR Disclosure editorial team for setting another milestone and wish success in carrying forward this envisioning approach.

Senior Prof. Sujeewa Amarasena
The Vice-Chancellor
University of Ruhuna
Sri Lanka



MESSAGE FROM THE DEPUTY VICE -CHANCELLOR UNIVERSITY OF RUHUNA, SRI LANKA

It is my pleasure to congratulate the Department of Human Resource Management, Faculty of Management and Finance of the University of Ruhuna for launching their first magazine 'HR Disclosure', marking the 3rd anniversary of the Department.

I appreciate the dedicated effort of the Editorial Board and the students toward the successful launching of the magazine. The magazine will be helpful to promote and motivate students and other related communities to expand their knowledge and intellectual capacity in the subject of human resources management in the subject of human resource management. Through these innovative activities, I am confident that the Department of Human Resources will continue to play a significant role in the advancement of the Human Resource profession and give the students a hand on experience to think in the shoes of an HR practitioner.

We have been facing a challenging period due to COVID-19 and the economic crises locally and globally. Nevertheless, we are able to believe in ourselves and stay steadily in this dynamic environment with accomplishments similar to this.

I'd like to take this opportunity to thank all the academics, industry experts, alumni, and undergraduates who have contributed to the magazine. Through this magazine, the Department of Human Resources has unfolded the finest opportunity to voice its viewpoints.

Once again, I would like to extend my congratulations on the history-making contribution to the Faculty of Management and Finance, University of Ruhuna.

Prof. Saman Chandana
Deputy Vice-Chancellor
University of Ruhuna
Sri Lanka



MESSAGE FROM THE DEAN

FACULTY OF MANAGEMENT AND FINANCE
UNIVERSITY OF RUHUNA, SRI LANKA

Managing human resources is critical for the success of any organisation. The availability of physical resources and technology is not about the success of an organisation. All these resources are not productive unless the human resources are not properly managed. The success of the performance of an organisation is determined by its human resources. It's because the human resource of an organisation creates the culture of it which is unique for the success of the achievement of its goals.

There are lots of organisations without proper management of their human resources. To me, their approach to managing human resources goes back to the scientific management era- the employees are being treated as machines. The performances of these organisations are utter failures. The top management of these organisations lacks an understanding of the value additions that human resources can bring to their organizations.

'*HR Disclosure*', the official magazine of the Department of Human Resource Management, Faculty of Management and Finance, University of Ruhuna will showcase both the success and failure cases of managing human resources of our organisations. In addition, discussions on new approaches and directions of human resource management will be benefited its readership. I hope this '*HR Disclosure*' will be an effective learning platform for our undergraduates and all who want to excel in managing human resources.

I appreciate the endeavor of the Department of Human Resource Management, Faculty of Management and Finance, University of Ruhuna, as this will lead to adding values to create a culture of sharing thoughts, and insights in effective human resource management in our organisations. As such, I expect that this 'little work' will be one of the foundations for developing disclosures of effective human resource management in our contexts.

Prof. P.A.P. Samantha Kumara
The Dean
Faculty of Management and Finance
University of Ruhuna
Sri Lanka



MESSAGE FROM THE EDITOR IN CHIEF

THE HR DISCLOSURE MAGAZINE
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
FACULTY OF MANAGEMENT AND FINANCE
UNIVERSITY OF RUHUNA, SRI LANKA

'We rise by lifting others' - Robert Ingersoll

Human Resource Management is a function that deals with the human factor, we fail, we grow, and we rise. We utilize this human nature to grow the business. A leader with a robust HR policy is capable to bridge the gap between employees' performance and the organization's strategic objectives. Moreover, it is the people factor that gives a firm edge over the competition. Thus, it is the responsibility of Human Resource managers to seek opportunities to initiate best practices, innovative systems, and procedures to ensure the realization of the strategic goals of the firm.

The Department of Human Resource Management is delighted to take the honour of initiating the first magazine in the history of the Faculty of Management and Finance. With pride and great satisfaction, we announce the 1st issue of HR Disclosure magazine which addresses the HR Discipline, is launched for the readers. Our objective is to build a platform for our stakeholders to pen down their perspectives and build a bridge between academics and industry in local and international contexts.

In fact, it is a matter of immense pleasure for me to be heading the Editorial Team of the magazine toward success since we started from stone. Leading the Department of Human Resource Management for the past three years has been enormously rewarding, challenging, and accomplishing. Throughout the period, among the multiple projects we executed, the 'HR Disclosure' takes a special place as we started the project to commemorate the third anniversary of the department. I'm immensely proud of the vital academic contribution and educational outcomes that we were able to fulfil through this magazine.

Thus, it is expected that HR Disclosure would be a distinguished opportunity for academics, undergraduates, and practitioners who are closely associated with Human Resources Management.

I wholeheartedly appreciate the leadership of the Dean Prof. P. A. P. Samatha Kumara and the hard work of the Editorial Team who drove this magazine towards success. I further believe the HR Disclosure will bring a breakthrough for all the HR experts to pen down their views while also being a useful source for the readers to fill their knowledge gap.

Dr. B.L. Galhena
The editor in chief
The HR Disclosure magazine
Department of Human Resource Management
Faculty of Management and Finance
University of Ruhuna
Sri Lanka



MESSAGE FROM THE SENIOR TREASURER

CIRCLE OF HUMAN RESOURCE DEVELOPMENT, DEPARTMENT OF
HUMAN RESOURCE MANAGEMENT, FACULTY OF MANAGEMENT AND
FINANCE
UNIVERSITY OF RUHUNA, SRI LANKA

It is a great pleasure for me to write this message for the first online edition of "The HR Disclosure", the annual magazine published by the Department of Human Resource Management, Faculty of Management and Finance, University of Ruhuna. "The HR Disclosure" is a compilation of the developing themes in the field of Human Resource Management.

Representing the Circle of Human Resource Development, we highly focus on improving HR undergraduates' knowledge, skills, and attitudes to meet the requirements of a dynamic labour market. "The HR Disclosure" magazine is giving a great opportunity for students to disseminate knowledge within the field of human resource management. We have navigated our students on a path full of enthusiasm by engaging our students in hands-on experience and reflection. They were given the opportunity of connecting theories into practice and learn from the expertise. Furthermore, they have improved their skills in organising, coordinating, teamwork, and discipline throughout this project. As a matter of fact, it was a pleasure to witness the student's growth.

I sincerely thank the Dean of the Faculty of Management and Finance, the Head of the Department of HRM, all the staff members of the Department of HRM, and the editorial board for giving this valuable opportunity to the members of the Human Resource Development Circle.

I appreciate all members' commendable contributions towards completing the first publication of the magazine. I honestly believe that the initiative of publishing the magazine "The HR Disclosure" is one of the great achievements and I wish it even more success in the future.

Mr. R.M.D.D. Rathnayake
Senior Treasurer
Circle of Human Resource Development
Faculty of Management and Finance University
of Ruhuna
Sri Lanka



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FEATURE ARTICLE

SUSTAINABLE HRM: THE PAST PRESENT AND FUTURE



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Senior Sustainability Advisor, Insync Australia.

What is Sustainable HRM?

In 2003 the first article on sustainable HRM was published in the literature and I have been acknowledged for this innovative concept with the distinguished Emerald Literati Club award. At that time sustainable HRM focused on highlighting how organisations showed

limited importance to employees and their family health and well-being while maximizing profit.

Since 2003, many new definitions of sustainable HRM and theories/perspectives evolved over the last two decades to shape sustainable HRM as a new field within HRM. The most recent definition (2021),

which I proposed, is *“Sustainable HRM is designed to provide a sustainability-oriented vision of HRM systems, policies and practices to synthesize and achieve the competing and inconsistent financial, environmental and human/social wellbeing outcomes of corporate business strategy”*.

Major Sustainable HRM Theories and Measures

Multiple new theories were proposed in publications that are ground-breaking in shaping the emerging discipline of sustainable HRM. Some of those theories of sustainable HRM include *the theory of negative externality of HRM (2003)*; *the theory of harm of work (2012A; 2012B)*; *the theory of synthesis paradox (2014)*; *the theory of harm of work (2012a; 2012b)*; *theory of health harm of work (2017; 2020a)*; *theory of social harm of work (2014a; 2018)*; *stakeholder harm index for sustainable HRM (2014b)*; *theory of synthesis effect of HRM (2014; 2019)*; *ecocentric Green HRM theory (2019)*; *high-performance sustainable work practices characteristics (2020b)*. Other scholars have proposed other theories such as *HR regeneration theory*, *HRM for the common good*, *anthropocentric green HRM*, and *HRM for stakeholders* in shaping the field of sustainable HRM.

Based on these theories from the field of sustainable HRM, survey measurements are developed and there are plenty of opportunities to develop new measurements to help researchers and practitioners to shape work practices in organisations to achieve

corporate sustainability goals. Some of the existing survey measures in the field include the stakeholder harm index, the health harm of work scale, the social harm of work scale, the green HRM scale, environmental performance, and the high-performance sustainable work practices scale.

Is Sustainable HRM an Institutional Theory?

It is important to note that sustainable HRM evolved as an institutional theory and subsequently the focus was extended to the employee level. Sustainable HRM as the institutional level theory highlights the organisational level factors, such as efficiency-focused HRM systems and practices (workload, job design, flexible work arrangements) that impose negative effects or harm of work on stakeholders (i.e., employees, families, natural environment, supply chain, and the society) while increasing profit. Subsequently, many sustainable HRM literature publications have started to focus on individual employee-level factors such as employee green behaviour.

The future of Sustainable HRM

The disruptive change in societal views has been sweeping the world in

recent years setting a higher bar for the way businesses consider the sustainability-related expectations of their stakeholders (e.g., investors, lenders, employees, customers, suppliers, and communities). These stakeholders want to see that more authentic and holistic approaches are used at the company's board and operational levels to develop and implement corporate sustainability business agenda to enhance the environmental, social/human, and finance/governance (ESG) performance. Hence, global institutions such as the Global Reporting Initiatives (GRI) for sustainability, International Sustainability Standards Board (ISSB), and International Financial Reporting Standards (IFRS) have published sustainability standards to help businesses to develop corporate business strategies, systems, and practices in alignment with stakeholders' sustainability related materiality expectation.

All these global sustainability standards for businesses have one thing in common; namely highlighting the importance of human capital in enhancing an organisation's capabilities to mitigate and enhance entity value.

This is where sustainable HRM can make strategic contributions to identify, develop, and manage human capital to mitigate sustainability-related risks and innovate products/services, systems, and practices to effectively implement corporate sustainability business strategies to enhance entity value.

Sustainable HRM to Implement Corporate Sustainability Business Strategy

Modern organizations potentially use strategic HRM theories and practices to develop and implement business strategies and practices which privilege profitability and economic growth and subsequently marginalize stakeholders' outcomes. Hence, the existing dominant strategic HRM-based mental schema used by HR researchers and practitioners acts as a barrier to framing organization-stakeholder relationships to implement corporate sustainability business strategy. Corporate sustainability is about the management approaches

used by organizations in integrating and achieving the three pillars (i.e., economic, social/human, and environmental outcomes) of sustainable development goals (SDGs).

In this context, the proposed characteristics of high-performance sustainable work practices are based on the synthesis effects theory to promote employee behaviours to handle management decisions by dynamically integrating and reconciling the tension/paradox created by the diverse outcomes of corporate sustainability. The characteristics of high-performance sustainable work practices are about the underlying organizational motives to shape employee pro-social, pro-environmental, and stakeholder compassion behaviours and attitudes at work to implement corporate sustainability business strategy. These characteristics for high-performance sustainable work practices are important to re-frame the current HRM practices to operationalise an organisation's corporate

sustainability business strategy. Furthermore, using the recently published high-performance sustainable work practices measure 2022, future research can attempt to test the synthesis effects of the characteristics of bundles of high-performance sustainable work practices on integrated economic, social/human, and environmental outcomes of corporate sustainability.

I would like to conclude that there are abundant opportunities for PhD scholars, early- and mid-career, and leading researchers to shape the emerging field of sustainable HRM to enhance shared value for organisations and stakeholders. The two decades of developments in the field of sustainable HRM provide techniques and tools for company boards, senior management, and operational managers to shape HRM strategies, systems, and practices to implement corporate sustainability business strategy for the common good.

Sugumar Mariappanadar

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HONORARY ARTICLE



H.H.D.N.P. Opatha

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“Green HRM is referred to all the activities involved in the development, implementation, and ongoing maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees to achieve the environmental goals of the organization and finally to make a significant contribution to environmental sustainability. It refers to the policies, practices, and systems that make employees of the organisation green for the benefit of the individual, society, natural environment, and the business.”

The purpose of this article is to present an overview of Green Human Resource Management (GHRM) predominantly drawing materials from my previous writings and mentioning some workable suggestions for good practice of GHRM. The approach taken for the article is conceptual, descriptive, and reflective.

The Need

We are human beings and we do need the natural environment which is the planet that includes lands, forests, plants, animals, and other natural things. We as individuals and organizations do need various inputs from the natural environment as resources, therefore we depend on the natural environment. Not only we but also other living things need oxygen to survive. A tree can provide an essential thing of life for all living things on our planet – oxygen, and the power to remove harmful gases like carbon dioxide making the air we breathe healthier (Stancil, 2019)¹. Seven or eight trees are needed to produce the amount of oxygen that is essential for a human being per year (Villazan, n.d.)². According to the estimate made by scientists, 50-80% (at least half) of the oxygen production on Earth comes from the ocean; and the majority of this production is from oceanic plankton (drifting plants, algae, and some bacteria that can photosynthesize) (US National Oceanic and Atmospheric Administration, 2021)³. Thus, we do need nature or the natural environment. Resultantly, we need to be concerned with environmental sustainability. Environmental sustainability is defined as improving the quality of human life while living within the carrying capacity of supporting ecosystems (Mesmer-Magnus, Viswesvaran, and Wiernik, 2012)⁴. GHRM includes all the aspects which are concerned with environmental sustainability.

Definition, Roles, and Characteristics

GHRM is a new branch of Human Resource Management (HRM), and Opatha (2013, p. 28)⁵ defines it: *“Green HRM is referred to all the activities involved in the development, implementation and ongoing maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees to achieve the environmental goals of the organization and finally to make a significant contribution to environmental sustainability. It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business.”* At least four meanings of the term ‘Green’ or ‘Greening’ in the context of HRM exist (Opatha, 2013⁵; Opatha and Arulrajah, 2014⁶). They are (1) Preservation of the natural environment; (2) Conservation of the natural environment; (3) Avoidance or minimization of environmental pollution; and (4) Generation of gardens and looking-like natural places. A composite term, i.e., nature-lover or eco-activist can be used for the four roles (Opatha, 2013⁵; Opatha and Arulrajah, 2014⁶). These four meanings logically result in four roles to be played by a green employee, i.e., preservationist, conservationist, non-polluter, and maker. The purpose of GHRM is to create, enhance and retain greening within each employee of the organization so that he or she gives a maximum individual contribution to each of the four roles, i.e., preservationist, conservationist, non-polluter, and maker (Opatha, 2013⁵; Opatha and Arulrajah, 2014⁶). Viewing from the four meanings, six characteristics of GHRM (Opatha, 2019)⁷ are:

1. GHRM focuses on making employees green.
2. It is the environmental side of HRM.
3. It is a new field of HRM.
4. It has environmental aspects of managing people at work.
5. It is mainly concerned with human dealings with the natural environment within an organisational context.
6. It has policies, procedures, and practices influencing the greening of employees.

Refer to Exhibit 1 for the roles of greening, their meanings, and major behaviour patterns.
Exhibit 1. Four Roles of Greening, Their Definitions, and Major Behaviour Patterns

Role	Definition	Major Behaviour Patterns
Preservationist	To keep nature in its original form and protect it from harm, loss, or negative change.	<ul style="list-style-type: none"> • Respect and admire nature • Prevent from using or changing various and amazing aspects of nature
Conservationist	To be very careful in the way of using nature to allow it to last as long as possible; to use nature so that future generations will be able to utilize it.	<ul style="list-style-type: none"> • Use some parts of nature because such usage is unavoidable • Minimize the usage of some parts of nature as much as possible
Non-polluter	To stop contaminating the water, air, atmosphere, etc through human use of dangerous and poisonous substances and wastes from human activities	<ul style="list-style-type: none"> • Restrain from polluting the water, air, atmosphere, etc. • Launch and/or encourage campaigns to stop contaminating nature whenever possible
Maker	To build gardens and places which look like nature purposefully by a human being	<ul style="list-style-type: none"> • Assist construction and maintenance of parks • Build gardens

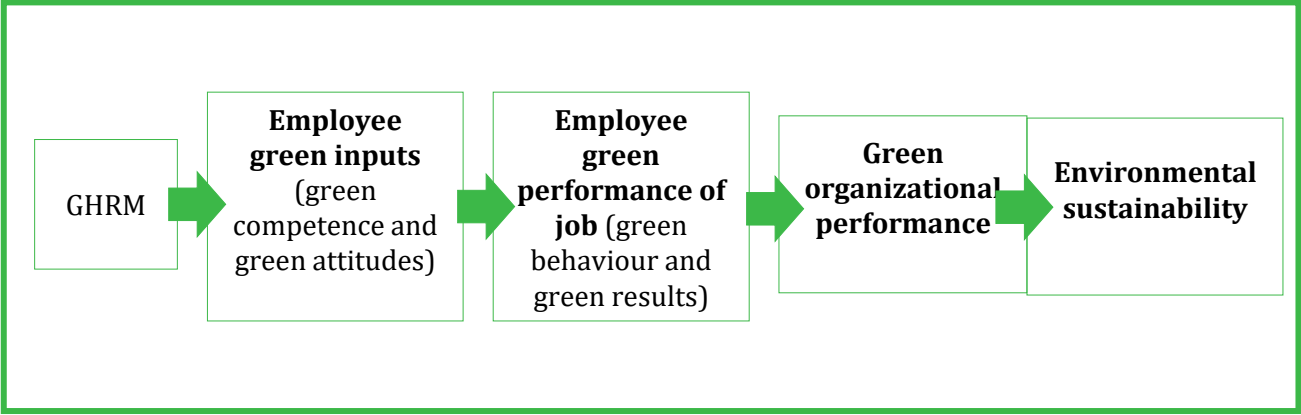
Source: Opatha (2019)⁷

Modelling GHRM

HRM includes at least 18 functions called HRM functions starting from job design and ending with labour relations (Opatha, 2009)⁸. GHRM includes making this HRM functions green to create, maintain, and enhance employee green inputs, i.e., green competence and green attitude which lead to employee green performance of a job, i.e., green behaviour and green results which then result in a green organizational performance which finally leads to environmental sustainability. This theorisation is shown in Figure 1. Green behaviour includes actions taken by employees in greening, and they are of three types, i.e., green organisational citizenship behaviour, green interpersonal citizenship behaviour, and green official behaviour.

Green results include outputs produced by employees concerning greening, and they are of two types, i.e., green outcomes and green innovations. For definitions of the relevant concepts of GHRM excluding green organizational performance, refer to Exhibit 2. Green organizational performance refers to the extent of performing greening by a particular organization during a particular period. Employee green performance of job contributes to green organisational performance, and indeed summation of green performance of job done by all the employees in the organisation is green organisational performance (Opatha, 2019)⁷.

Figure 1. Relationships among GHRM, Green Inputs, Green Performance of Job and Green Organizational Performance



What are the specific beliefs, feelings, and tendencies to behave for an employee to have a positive green attitude? Green attitude is a psychological concept, and it is not green behaviour that includes actions or activities done in greening. It has generally been theorized that a positive green attitude results in positive actions in greening. What are the specific actions which can be taken by an employee to engage in the three types of green behaviour, i.e., green organizational citizenship behaviour, green interpersonal citizenship behaviour, and green official behaviour? What are specific examples of green results? Refer to Exhibit 3 which gives some specific items or specific examples under the green attitude, green behaviours, and green results.

Making an HRM function green involves the inclusion of policies, procedures, and practices which ensure that the relevant employees will have the right green attitudes, green competencies, green behaviours, and green results (Opatha, 2019)⁷. Successful performance of green HRM functions will lead to creating green employee inputs and subsequently employee green performance of a job. Exhibit 4 presents specific green practices under 10 HRM functions. The more these practices are performed in the organization the higher the intensity of the green orientation of HRM in the organization will be.

Exhibit 2. Meanings of the Concepts of GHRM

Concept	Definition
Green Competencies	A person who is required to be green should possess knowledge and skills about preserving and conserving the natural environment, avoiding or reducing its pollution, and generating gardens and looking-like natural places.
Green Attitude	A person who is supposed to be a green one should believe in greening, feel it positively and interestingly, and tend to behave positively and seriously towards it. The person's attitude needs to be complete cognitively, affectively, and behaviourally as well.
Green Behaviour	A person who is supposed to be green should engage in various actions the totality of which falls under three general labels i.e., green organisational citizenship behaviour, green interpersonal citizenship behaviour, and green official behaviour.
Green Organizational Citizenship Behaviour	A person who is required to be green should involve in executing certain actions or activities which are in support of the attempt taken by the organisation to achieve the goal of greening. Such activities performed by the employee are not the duties which have been specified in the job description given to him or her by the organisation.
Green Interpersonal Citizenship Behaviour	A person who is supposed to be green should involve in certain actions or activities which are in support of making peers and others green. The actions done by the employee to assist other employees to contribute to greening are not official tasks or duties to be performed as per the job description.
Green Official Behaviour	A person who is required to be a green employee must perform certain activities or do certain actions on greening specified officially by the organisation. The actions done by the employee are not volitional ones, but duties which have been specified in the job description given to him or her by the respective organisational authority.

Green Innovations	A person who became a green employee should be able to make things which are useful for the realization of greening by using new ideas. Such innovations are to be schemes, solutions, procedures, measures, etc., for reducing waste, minimizing damage to nature, and expanding nature.
Green Outcomes	A person who became a successful green employee should be able to make certain outputs or results as evidence of the realization of greening to a significant extent. Such green outcomes can include the extent to which the employee worked with natural light (in terms of hours), the extent to which the employee used electricity bulbs (in terms of number), the extent to which the employee reduced electricity consumption (in terms of expenditure), the extent to which the employee reduced wastage (in terms of units or expenditure), etc.
Employee Green Inputs	A person who is supposed to be green should possess two types of resources or assets and they include his or her competencies and attitude concerning greening.
Employee Green Performance of Job	A person who is a green employee should contribute to fulfilling the green aspects of his or her job and they include behaviour and results on greening.

Source: Hewapathirana, Opatha, and Gamage (2020)⁹ based on Material Opatha and Arulrajah (2014)⁶

Exhibit 3. Specific Items or Examples of Some Concepts of GHRM

Concept	Specific Items or Examples
Green Attitude	<p>Cognitive: I believe in greening. It is very important for the survival and sustainability of myself, my organisation, my society, my country, and the earth. Greening is one of the most important virtues.</p> <p>Affective: I like working in greening. I feel happy when I think and talk about greening.</p> <p>Behavioural: I intend to be a serious contributor to greening. I hope to live with greening. I am going to be a serious green employee.</p>

Green Organizational Citizenship Behaviour	<p>Preservationist: Decide to respect and admire nature. Prevent from using or changing various and amazing aspects of nature. Firmly decide not to contribute to any movement of anti-environmentalism. Observe the norm of protecting the virginity and originality of nature as much as possible.</p> <p>Conservationist: Use both sides of the paper when writing or printing or photo-copying. Come to work by walking or bus/train. Use natural light when working. Turn off the light when not needed. Use mugs, dishes, cans, bottles, bags, etc continuously as many times as possible.</p> <p>Non-polluter: Buy organic food for parties. Report to a relevant officer about damages, possible harms etc to the environment whenever noticed. Stop dumping harmful chemicals and industrial wastes to avoid contamination.</p> <p>Maker: Contribute to building parks near the organizational premises. Contribute to planting new trees and grass.</p>
Green Interpersonal Citizenship Behaviour	Stimulate others to become green. Answer questions asked by others about greening positively. Teach others about how to become green. Spend time and effort to influence others to become green. Perform green works which are supposed to be performed by others. Discuss the importance of greening with others. Personally appreciate green works done by others.
Green Official Behaviour	Follow specific policies, procedures, and rules to reduce wastage and remove wastes, and reduce environmental pollution.
Green Innovations	New environmental initiatives. New solutions for waste reductions. New solutions for reduction of polluting water, air, land etc. New opportunities for repurposing used objects and materials.
Green Outcomes	The number of hours of working with natural light or a minimum number of electricity bulbs. Amount of reduction of electricity consumption. Amount of reduction of water consumption for production and organizational works. Amount of reduction of the existing level of input wastage. Degree of achievement of specific environmental performance targets. Several repurposes were generated. The number of reusing things to be reused. Duration of reusing the things to be reused.

Source: Based on Material by Opatha (2019)⁷

Exhibit 4. Ten HRM Functions and Specific Green Practices

HRM Function	Green Practices
Job Design	<ul style="list-style-type: none"> To incorporate environmental-related tasks, duties and responsibilities in each job and put them into effect. To use teamwork and cross-functional teams as job design techniques to successfully manage the environmental issues of the organization.

Job Analysis	<ul style="list-style-type: none"> To include the environmental dimension as a duty in the job description. To include green competencies as a special component in the job specification.
Human Resource Planning	<ul style="list-style-type: none"> To engage in forecasting the number of employees and types of employees needed to implement the corporate environmental management programmes (e.g., ISO 14001, cleaner production, responsibility care etc). To engage in deciding strategies to meet the forecasted demand for environmental works (e.g. appointing consultants/experts to perform energy or environmental audits etc).
Selection	<ul style="list-style-type: none"> To select applicants who are sufficiently aware of greening to fill job vacancies. To select applicants who have been engaging in greening as consumers under their private life domain.
Induction	<ul style="list-style-type: none"> To make new employees familiar with the greening efforts of the organization. To develop induction programs showing the green citizenship behaviour of current employees.
Training	<ul style="list-style-type: none"> To impart the right knowledge and skills about greening to each employee through a training program exclusively designed for greening. To apply for job rotation to train green managers of the future. To do training needs analyses to identify the green training needs of employees.
Performance Evaluation	<ul style="list-style-type: none"> To evaluate employees' job performance according to green-related criteria. To include a separate component for progress on greening in the performance feedback interview.
Rewards Management	<ul style="list-style-type: none"> To give financial incentives to employees for their good green performance of a job. To introduce rewards for innovative environmental initiatives. To give non-financial rewards such as praise and recognition to employees for their greening.
Discipline Management	<ul style="list-style-type: none"> To formulate and publish rules of conduct relating to greening. To develop a progressive disciplinary system to punish employees who violate the rules of green conduct.
Labour Relations	<ul style="list-style-type: none"> To provide opportunities to the trade union and its members to participate in greening. To introduce green whistle-blowing and helplines. To provide training to the union representatives about environmental management. To recognize a union as a key stakeholder in environmental management.

Source: Based on Material by Arulrajah, Opatha and Nawaratne (2015)¹⁰

GHRM and Sri Lanka

We are in Sri Lanka and our motherland is Sri Lanka. Currently, Sri Lanka is encountering several crises and one of them is the fuel crisis. Another one is the electricity crisis. Is GHRM instrumental in alleviating the fuel crisis and electricity crises? This is a very important question, and the answer is indeed positive ('Yes'). I believe firmly that GHRM has great potential to alleviate these crises. I do not intend to present a lengthy discussion in this regard as it is beyond the purpose of this magazine article. However, I will present a brief note on the contribution that GHRM can give in the context of alleviating the fuel crisis. We all faced, are facing, and will face further a time of intense difficulty in getting fuel for our transport needs. Unfortunately, we as Sri Lankans depend on imported fuel. Sri Lanka's population is over 21.9 million and our country is almost totally dependent on petroleum fuels (diesel and petrol) for transport. Yet Sri Lanka does not have indigenous sources of fossil fuels, and therefore she has to import the total petroleum requirement.

There is a role to be played by GHRM in achieving efficiency and effectiveness in petroleum fuel usage. In this context I mean efficiency in petroleum fuel usage as the degree of minimizing wastage and consumption in petroleum fuel usage; and effectiveness in petroleum usage as the degree of using it only for productive purposes which contribute to achieving primary or strategic goals of the organization. Exhibit 5 presents some actions for increasing efficiency and effectiveness in petroleum fuel usage. I believe that many GHRM schemes or programs can be developed by any organization that wishes to do greening. The real success of any GHRM scheme depends on the degree of right implementation as planned. Formulation of the right scheme is one task and implementation of that scheme in the right way is another task. For real success, both are equally essential along with the right measurements.

Concluding Remarks

GHRM is a recent phenomenon and hardly it is possible to observe its implementation in a sophisticated or considerate way in Sri Lankan organizations yet. In some cases, it is possible to observe talks about GHRM but not walk the talks. GHRM has a great potential to make a highly positive impact on creating, maintaining, and enhancing green performance both at the individual and organizational level and ultimately environmental sustainability. To realize this potential in full the relevant top managers, HRM professionals, as well as HRM academics need to be genuinely concerned with, sufficiently competent in, highly motivated on, and fully engaged in greening and GHRM.

Exhibit 5. Some Actions for Increasing Efficiency and Effectiveness in Petroleum Fuel Usage

1. Use vehicles only for productive reasons.
2. Get used to a car or vehicle pooling.
3. Reuse the official vehicle as much time as possible (without changing the vehicle every three or four years).
4. Stop using separate official vehicles for top or senior managers (one vehicle for each manager). Instead, use one vehicle for at least two top or senior managers.
5. Use large or medium size buses or vans for transporting employees including managers.

6. Use large or medium size buses or vans for transporting employees including managers.
7. Use hybrid and electronic vehicles.
8. Train properly and sufficiently all personnel who drive vehicles to use the vehicles efficiently and effectively.
8. Reward non-financially personnel for reducing the cost of petroleum fuel.

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HONORARY ARTICLE



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“Good leaders always try to do their best, by making the best choices they can use their talents and skills. Thus, effective leadership is the power of choice. To be able to manage change, commitment is also very important. Leaders should be willing to learn continuously to adapt to this ever-changing environment. Commitment makes people more dependable and responsible. People will trust and respect a leader who keeps their promises and their commitment towards a vision; these leaders are able to inspire their followers more than others.”

LEADERSHIP AND CHANGE

Leaders are the change agents, who could influence and inspire actions in others and respond with vision and agility during periods of growth, disruption or uncertainty to bring about the needed change (Briscoe Kevin). Though we have taught various theories, concepts, and philosophies on leadership the reality is a little different. Today, we get to experience different types of leaders in many areas such as political, business, academic, social and etc. who need to change their leadership style in the dynamic environment. But some leaders resist change. The concept of the three C's, which are Challenge, Choice and Commitment, will help with managing the resistance to change. Leadership in itself is a challenge because leaders must provide inspiration, develop others, handle different perspectives, lead and guide change, and set goals for their team. Hence leaders are always accountable for successfully achieving the organizational vision. Leadership is a choice; it is the ability to choose and make effective decisions; whether it comes with a title or not.

Good leaders always try to do their best, by making the best choices they can use their talents and skills. Thus, effective leadership is the power of choice. To be able to manage change, commitment is also very important. Leaders should be willing to learn continuously to adapt to this ever-changing environment. Commitment makes people more dependable and responsible. People will trust and respect a leader who keeps their promises and their commitment towards a vision; these leaders are able to inspire their followers more than others. The stories of world leaders have proven this state well with their leaderships, some examples of great leaders in the world are Nelson Mandela, Lee Kuan yew, Mahathir Mohamad, Abdul Kalam, Bill Gates, Steve Jobs, Jeff Bezos, and Elon Musk. When we study these leaders, their success stories are different from each other.

The political leader, Lee Kuan in his recent speech summarised the past, present and future with the following speech: "A small country like Singapore has zero margins for error. Not just Singapore continued success, but our very survival depends on us having the right leaders. Leaders with integrity, dedication, and competence. Leaders with a conviction to make the tough calls and do the right thing, even if it may cost them some votes. Leaders whom you can trust. We cannot afford any compromise on this. Thankfully for 57 years with three generations we've had leaders who have earned and maintained Singaporean's trust and confidence. Who has worked closely with the people to deliver sound policies, and who has improved all our lives? Never take this trust or this competence for granted. Keep on working hard to find the right people. Get them to serve and help them to do their best for Singapore. It is our duty to extend our success formula to the next generation and beyond. The leadership succession is therefore of paramount importance. When COVID hit us, I put my succession plans on hold. Now we are learning to live with COVID and entering a new normal. The younger ministers have chosen BPM Lawrence Wong to be their leader. I am very happy the matter settled, and my succession plans are moving forward again.

I am also glad that from everything I see, Singaporeans are supportive of Lawrence and his leadership of the team. So, I ask you, to give Lawrence and his 4G team, your team your fullest support. The next few decades would be bracing but exhilarating. I've given you my take on what we can achieve and also what can go wrong. But with your trust, we can come through whatever difficulties awake. With your support, we can turn hopes and dreams into reality. And united as one people, we can secure a brighter future in this uncertain world. Not just for now, not just for ourselves but for every Singaporean child for many generations to come." This speech is one the greatest example to show that leaders are change agents.

Leaders must listen to others and learn about their followers if they wanted to become efficacious leaders. Nelson Mandela is particularly a special case study of a leadership role because he is universally regarded as a great leader across the world. He was the son of a tribal chief. One day he asked himself, how did you learn to be a great leader? To answer this, he decided to attend tribal meetings, from which he remembers two things. First: when his father met with the other Elders they would always sit in a circle; second: his father was always the last to speak. Leadership is choosing a vision, skills, courage, results and outcomes by achieving comparative and competitive advantages. The things around us do not just happen, they are the consequences of different choices. Listening is a continuous lesson to be learned during one's whole life. Mandela practised his father's habit of speaking last.

He observed in boardrooms during meetings, even people who consider themselves good leaders who may actually be decent leaders, would walk into a room and start the conversation with “Here is the problem and here is what I think, but I am interested in your opinion. Let’s go around the room.” Now its too late, the skill to hold your opinions to yourself until everyone has spoken does two things: one it gives everybody else the feeling that they have been heard and contributed, and two the listener gets the benefit it of hearing what everybody else thinks before rendering their opinion. The skill is to keep your opinions to yourself and not respond regardless of if you agree or disagree with what is being said. Simply sit there, listen in and ask questions, so that you can understand what they mean and why they have that opinion. You must try to understand what everyone else is saying to the best of your abilities and then finally you will get your turn. It sounds simple but it is not.

Also, leaders should create a vision, and motivate and inspire others to achieve it. Abdul Kalam is a great example of this. He always believed that “if your actions inspire others to dream more, learn more, do more and become more, you are a leader.” “Innovation distinguishes between a leader and follower.” “Do not follow where the path may lead. Go instead where there is no path and leave a trail.” Kalam never gave up on any task because to him failure means the first attempt at learning. He trusts that failure will never overtake him and that his determination to succeed is strong enough. He always said that people don’t have equal talent, but all have equal opportunities to develop their talents.

Bill Gates on the other hand is an American business magnate, who is a software developer, investor, philanthropist and co-founder of Microsoft. Scholars believed that he adopted an autocratic leadership style in his early years because he trusts that the best way to manage a team is to control how they work. However, with the current changes in the business world, he himself has changed. Now Bill Gates is regarded as a transformational leader because he is always driven by a strong passion towards innovation and creating change in his own organization and society as a whole. His advice to any leader is “As we look ahead into the next century, leaders will be those who empower others and if your culture doesn’t like geeks, you are in real trouble.” Hence, he believes that “life is not fair; get used to it and to win big, you sometimes have to take big risks.” Jeff Bezos who is CEO of Amazon and the second wealthiest person also is a transformational leader who inspires his team members to achieve more than they thought possible. He always directs his team towards the vision of the organization, and he believes that “Be stubborn on vision but flexible on details.” His motto is “Work hard, have fun and make history.” Jeff confides that “It’s perfectly healthy- encouraged, even- to have an idea tomorrow that contradicted your idea today.” There are two types of companies existing in the world; “those that work to try to change more and those that work to change less. One will be second.” As a leader, he recommends to people, that they always take a long-term point of view. He also said “I think this is something about which there’s a lot of controversies. A lot of people – and I’m just not one of them – believe that you should live for the now. I think what you should do is think about the great expanse of time ahead of you and try to make sure that you are planning for that in a way that’s going to leave you ultimately satisfied. This is the way it works for me. There are a lot of paths to satisfaction, and you need to find one that works for you.”

All these cases show how successful leaders in the world achieved their success even when things never went smoothly. All in all, inspiration, determination, willingness, innovation, dedication, and commitment will help leaders to face the change.

HOW CAN WORKERS BENEFIT FROM HYBRID WORK ARRANGEMENTS, AND WHY DO SO MANY PEOPLE DEMAND IT?



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According to the Central Bank Report, 2020, Covid 19 pandemic changed long-standing work habits and working cultures. Under this situation, many organizations focus on work-from-home (WFH), have flexible hours, and use roster systems. Before the pandemic, organizations in specific industries, like the IT industry, applied such a system considering their requirements. However, this pandemic forced a change of long-lasting working systems to new alternatives. On the one hand, it's an opportunity to overcome the prevailing issue. However, HR professionals face many unique challenges to get the expected results because it gets successful outcomes from this new way of

Organizations urge people to work from home during the pandemic. However, the COVID-19 pandemic is no longer a concern. How will your return to the regular office environment be impacted by our current situation?

working depend on how employees and employers take responsibility, commitment, and understanding. Now I can see we have an opportunity to move from this pandemic; however, as a country, we are currently struggling with the economic crisis. The level of inflation at the movement has gone up by more than 60%, and food inflation is almost 100%. As per the central Bank Report, The transportation sub-index of the CPI basket in Sri Lanka increased to 319 points in September 2022 from 316.70 points in August 2022. On the other hand, companies are struggling for their survival. Under that scenario, there is no way to assist employees in facing this huge burden

This scenario again encourages us to keep new working practices continuously and come into the middle of introducing hybrid working.

What is the hybrid? What goals have been set for this work session?

The concept of hybrid work entails both time spent working remotely and returning to the office after working from home at least one day per week. You might be surprised to learn that most employees preferred a hybrid or work-from-home arrangement even before the pandemic. According to a 2019 survey by Global Workplace Analytics, employees would be happier (83%), feel more trusted (82%), have a better work-life balance (81%), and be more likely to recommend their employer to a friend (81%) in a hybrid workplace. Additionally, Microsoft polled 30,000 of its workers for a second survey. According to their findings, 70% of respondents anticipate working from home in the post-COVID environment. We are having trouble with high inflation as a nation. Therefore, I think Sri Lanka faces a lot more pressure to work remotely.

How do you feel on work at home? Is it a good solution.

There are pros and cons to every reasonable answer.

As per the research findings, most employees are satisfied with the new working setting. On the other hand, it reports a higher level of productivity than the previous setting because it allows workers to rest as they wish during work. Further, Employees can save some community costs. It's a relatively adaptable environment compared to others. Working from home allows for more adaptability and versatility in one's working environment. Employees who are no longer required to go to an office every day may be more able and willing to work nontraditional hours, such as in the morning, at night, or on the weekend.

Additionally, the ability to choose one's own schedule will encourage employees to stay remain. It will make it easier to arrange for childcare, cut down on time spent commuting and accommodate other personal obligations. Furthermore, given that they are not under constant watch, workers may have a greater sense of trust from their employer. It results in cost reductions for businesses and their staff. Costs associated with getting to and from work, purchasing work attire, etc., may be reduced. Staff members may save costs on things like rent, supplies, and utilities.

However, this work-home practice has some limitations on employees' perspectives. The main issue is that it is not suitable for every employee category. Due to different reasons, some employees prefer to come office without working at home. Again, the employee's ability to work independently and their inherited personality directly influenced the level of productivity. Some expect to get assistance from their colleagues and supervisor. Again, some want personal interaction with their colleagues and face-to-face guidance from supervisors.

It would be preferable if, as an HR expert, you were also aware of employees who have a disability. The support they require to perform their job could be harmed by working from home. Additionally, not everyone's home life will mesh well with working from home. For instance, some people may have young children who may not know when to respect limits and interfere with their workday. Some people might not have the space to set up a good dedicated working location. Employees who work from home could feel lonely like their office-bound counterparts.

Companies that operate from home could have the same sensation of seclusion from their coworkers and the company as a whole as they would in an office environment. To solve this issue, employers might ensure that communication occurs more frequently

Therefore, scheduling quick phone catch-ups or regular team meetings via other technologies like Skype gives employees more chances to feel engaged and a part of the team. Having more informal and sociable gatherings could also help ease any loneliness sensations. The ability to manage and track the progress of remote employees has several restrictions. It's also possible that people of different personalities will have differing degrees of a positive response to being monitored. Even if there are less interruptions while working from home, a worker might still be easily sidetracked by the presence of sounds or other people in the house if they don't have a dedicated workspace. While working in an office helps employees clearly delineate between their job and personal lives, working from home might blur that line. As a result, workers may have difficulties in knowing when to stop working, which may lead to overwork, stress, and eventually burnout.

Staff members may be more vulnerable to information security breaches if they are allowed to work from home. There's a higher possibility of team members taking their laptops home and using them to get unauthorized remote access to systems. Employees' mental health may also suffer if they are unable to adjust to working from home because they are unable to establish a pattern that works for them, they have trouble distinguishing between work and home life, or they feel lonely. Independent work from home might make it more difficult to foster a sense of camaraderie among workers.

How well can this suggested new hybrid setting take use of home office perks while also resolving problems that plague traditional home offices? The term "hybrid work" refers to an increasingly popular arrangement in which workers are given the option of either commuting to a traditional office setting or working remotely. Sometimes having an employee work from home part of the time and in the office the other part of the time is the most efficient arrangement; in this case, it may be helpful to have the home employee participate in meetings so they can stay up to date on everything.

During the worldwide epidemic, employees found several ways that they and the company might profit from allowing workers to work remotely. One's work-life balance improves, one's attention improves dramatically with less distractions, one spends less time commuting and more time with loved ones, one gains expertise in information technology, and one is more motivated.

In addition to increasing productivity, employee satisfaction, and reducing absenteeism, flexible work schedules may help businesses save money on office space.

The advantages of hybrid work as a kind of flexible labor have not yet been fully explored. Even so, we may anticipate advantages for both workers' organizations and the organizations themselves if it is effectively adopted and maintained. Initial studies indicate that workers may benefit from a better work-life balance and stronger social ties and friendships with colleagues via hybrid working arrangements.

“RISK OF PROMOTING WRONG PEOPLE”

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Member



Despite the job market doing poorly and supply far exceeding demand, finding the right talent continues to be a problem. As the challenges keep mounting you need even better talent to cope with these challenges effectively.

Talent quickly becomes the limiting constraint for many high-growth companies. And the biggest demand is for management and leadership positions. One of the common strategies Sri Lankan companies adopt is to promote from within their existing ranks and then backfill with new, entry-level talent. It's a good strategy when it works, but too often you see companies promoting the wrong people into the wrong roles and suffering in the long run as a result.

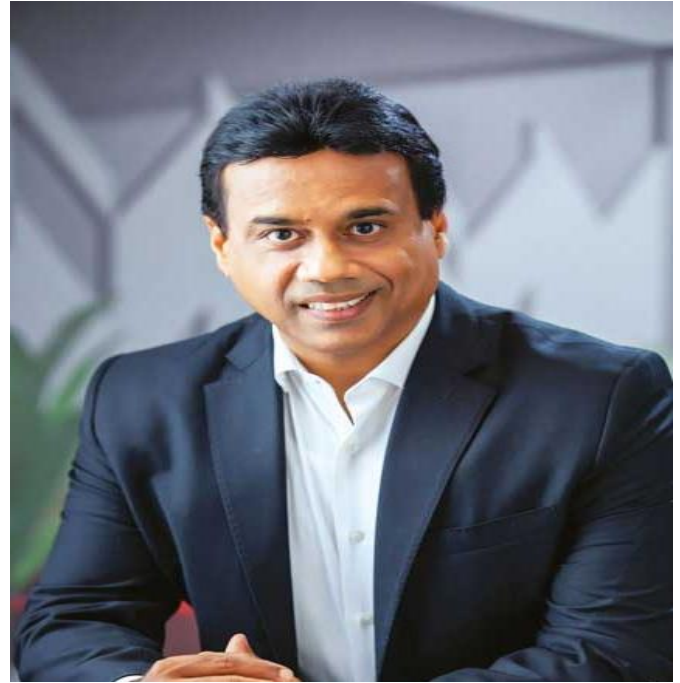
While it's a good policy to have one needs to manage the process rationally to ensure that you don't make a mistake. Too often we have seen someone promoted because they were "perfect for the job," only to find out that they took the role under duress and miss their old position. Without a real desire and internal motivation to take on the role, the results

will be lacklustre at best. While people always want to advance and feel like they are making progress, you will want to make sure that this is the role for them. This might take some digging and frank deliberations. The classic misstep many companies make is taking a starting player and making them a manager. Just because someone is a great salesperson or a brilliant coder, that doesn't mean they will make a great people leader. The best technical people often make horrible managers because their expectations and standards are far beyond anyone else on the team. Make sure they have the people skills to lead the team before you put them in charge.

Shift of focus

As you move up from individual contributor to management and leadership, one of the big changes is your shift in focus from day-to-day operations and tactics to strategy and long-term thinking. Before you move someone up the ladder, make sure can think strategically and see the system-level perspective of the business.

Much of this is trainable but be aware of how much work it will take to get someone to the level you need. Moving up the management ladder will also mean a much bigger scope and accountability, more people, more issues, and more demands. If someone hasn't developed the skills to deal with multiple and at times conflicting priorities and learned how to allocate their time effectively, they can quickly become overwhelmed and ineffective. Make sure they have the management skills to take on these new challenges. A new job may require new skills and sometimes not the same skills at an elevated level. If the promotion you are considering involves new skills and capabilities, you need to make sure they are trained and ready.



Moving someone into a management role that requires strategizing, analytical skills, people management, budgeting and forecasting when the person doesn't know how to use a spreadsheet will be a disaster. While many of these skills are trainable, make sure you know the gaps and have a plan before making the decision. When promoting someone with clear deficiencies, make their training part of their development plan and set specific goals.

Cultural fit

One of the big risks in promoting someone is that the promotion gives them a much bigger impact on the culture of the company. If they are not a good cultural fit, you'll be exacerbating the problem by giving them a more powerful and influential role. And you'll be sending a message to the team that this person represents what is acceptable within the organization. If your employee doesn't reflect your company's desired management culture, think twice before promoting them. Promoting from within existing ranks is a highly effective and desirable strategy for most organizations much of the time. You know the person well, can assess their capabilities more easily, and can determine culture fit with a high degree of confidence. But if you promote without asking yourself the right questions, you'll likely run into problems down the road.

In a world where the majority of employees believe promotions are unfair, it is time to start giving people more opportunities to make their potential visible. It's time to let employees be seen by someone other than their boss to earn credibility for the internal processes. It's time to let them own their career decisions rather than having an organization decide their future for them.

“Emotional labor is important from the employee's perspective because it can lead the employee to suffer stress and ultimately burn out. To display the required emotions employees, must regulate their emotions.”



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What do you mean by emotional labour? How do you interpret this phenomenon with an example?

Emotional labor is what employees are required to exhibit in ways of facial expression, voice tone, and body language when they are engaged in job-relevant interactions. Emotional labor can be interpreted as managing one's own feelings to show the required or expected emotions to another in performing tasks at work. For example, as a university lecturer in my profession, I have to show pleasantness, and kindness to my students, even if I don't feel like it. I may be annoyed with the students

for their behaviour, but I have to manage my emotions and deal with them professionally.

What are the dimensions of the emotional labor?

There are three popular dimensions of emotional labor: surface acting, deep acting, and genuine emotions. Surface acting means displaying the required emotions even though the person does not feel them, such as being pleasant to an annoying customer. Here most employees suppress actual emotions and fake them to display the required emotions. Deep acting is trying to understand why the other person behaves in

a certain way and feeling that emotion to act in an appropriate manner. It is a way of modifying feelings to meet job expectations. An example would be trying to understand why a customer is shouting at staff. Refocusing the situation by considering that the customer could be in some other distressed mood would enable the situation to be handled with a modified feeling. Genuine feelings are considered to be authentic and there is no need to display or modify emotions. The employee naturally behaves towards showing the required emotions. In other words, there is no acting.

Why the emotional labor is important from the employee and employer perspective?

Emotional labor is important from the employee's perspective because it can lead the employee to suffer stress and ultimately burn out. To display the required emotions employees, have to regulate their emotions. This is not an easy task. The faking of emotions can have long-term consequences for employees, especially when they adopt the same strategies in their personal lives in situations that require a more genuine display of emotions. For example, if you have worked for a long time dealing with difficult customers who are annoyed and yelling and you try to deal with them pleasantly, hiding your emotions. This could be applied when you are at home with your children if you see them annoyed and yelling, you may try to deal with them pleasantly as you go back to automatic reaction from your molding at work. This could be a false diagnosis of the child's behavior. From the neurobiological perspective, repetitive actions for a long period can cause stronger neural connections, and identification of the situation will be automatic.

in personal circumstances. Consequently, employees engaging in high emotional effort and inauthentic tasks can lead to emotional exhaustion and personal problems. However, there are positive aspects that employees can enjoy. Showing appropriate emotions to the customers makes them satisfied and appreciative of the services. In addition, employees get satisfaction and rewards from the organization for doing an effective job. From the employer's perspective understanding the nature of the business and the level of employee emotional involvement is important so that the right type of training can be given to employees who are on the front line so that they can handle the situations with less stress. The employer also can launch in-house counselling programs to reduce the stress levels of employees.

What are the determinants/causes of the emotional labor?

Jobs in the service sector mainly face issues of emotional labour. Having to show the appropriate emotions that employees do not feel at the time of handling the situation is the cause of emotional labour issues.

required emotions genuinely, then there is no issue of emotional labour.

How do we measure the emotional labor?

Emotional labor is predominantly measured based on qualitative interviews, observations, and employees' self-reports. In addition, there are quantitative scales developed by scholars to measure emotional labor. One such scale is called the 'Emotional Labour Scale (ELS)' developed by Brotheridge and Lee in 1998 which measures surface acting and deep acting.

What are the positive and negative consequences associated with the emotional labor?

Positives:

- Job satisfaction of the employee
- Customer satisfaction
- Financial rewards (tips or salaries)
- Increased job security
- Increased self-esteem and self-efficacy
- Increased good-will of the organization

Negatives:

- Employee turnover intentions
- Employee stress
- Employee dissatisfaction

Emotional exhaustion
Employee Burnout
Extra cost for the
organization to conduct
training and wellness
programs

How does an employee effectively manage emotional labor for better performance?

Undergoing an effective training program can lead to handling emotional labor more easily. The techniques such as redefining the situation, psychological manipulation (deep breathing, counting up to 10), or shifting perceptual focus could be used to manage emotional labor. Mindfulness programs can be also used to develop employees' emotional intelligence and through that employees can handle emotional labor without difficulty.

What are the key empirical research findings pertain to phenomenon of the emotional labor?

The construct of emotional labor was introduced by the Sociologist Arlie Hochschild in 1981. She presented three main concepts: emotion work or management, emotional labour jobs, and feelings/display rules. Hochschild's (1983) main finding was that emotional labor is useful for the

organization but dysfunctional for the employees. In 1993, Ashforth and Humphrey's research on emotional labor argues that emotional labor does not necessarily require conscious effort. Their findings on emotional labor suggested that it is functional for the organization and employees. However, it can become dysfunctional if the work involves high effort and is inauthentic which can lead to emotional deviance. Based on the findings of Morris and Feldman (1996) and Grandy (2000), the most popular concepts of emotional labor are surface acting, deep acting, and emotional dissonance. Their major findings suggest that deep acting is functional to the organization and employee, but surface acting and dissonance are dysfunctional for both parties.

Do we have the black box or any blurred area pertain to the emotional labor that we need to further explore?

In discussing emotional labor the emphasis has been on employee involvement in directly dealing with the customers/public. At the same time, interpersonal roles in the work environment also have the elements of emotional labor

in dealing with our superiors, subordinates, and colleagues. Personally, I believe we need to explore emotional labor in these other employee interactions.

Additional comments that you'd like to pen down about 'Emotional Labor'

The concept of emotional labor emerges as a result of the rise of the service sector in the 1980s. In most developed countries the majority of employment is in the service sector and it is apparent that most jobs involve emotions when performing. Some jobs may have more emotional involvement than others. For example, jobs such as law enforcement may need to use 'verbal judo' or 'tough talk' or having the 'game face'. Rarely do jobs have no emotional involvement. In the Sri Lankan context, we are highly valued for our hospitality which is part of showing genuine emotions. Yet it would be interesting to see the actual emotions behind the beautiful smiles of Sri Lankans; is it just a habit or a genuine feeling of being happy to do something for others? Is it cultural conditioning? These questions would be well worth exploring.

RETIREMENT NOTE

DR. R.M. RATHNAYAKA

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
FACULTY OF MANAGEMENT AND FINANCE
UNIVERSITY OF RUHUNA
SRI LANKA



Dr R.M. Ratnayaka started his career at the University of Ruhuna as an Assistant Lecturer (Probationary) in Commerce attached to the Department of Economics, Faculty of Humanities and Social Sciences on 5th March 1990. After being promoted to Senior Lecturer (Grade II) in 1997, he was appointed as the Head of the Department of Business Administration, Faculty of Humanities and Social Sciences in 2003. On 29th April 2009, he was promoted to the post of Senior Lecturer (Grade I). He was instrumental in the establishment of the Faculty of Management and Finance in 2003 and later he served as the Head of the Department of Management and Entrepreneurship in the same faculty. While serving as the Head of the Department of Management and Entrepreneurship, he was further appointed as the Acting Dean of the faculty in 2004. During his tenure as the Head of the Department, he played a major administrative role in designing, developing and launching a Bachelor of Business Administration honours degree specialized in Entrepreneurship. This programme was the pioneer Entrepreneurship programme in the Sri Lankan university education system.

Dr Ratnayaka obtained a Bachelor's degree in Commerce from the University of Peradeniya in 1981 and a Masters degree in Commerce from the University of Ruhuna in 1997. In 2021, he was awarded the Doctor of Philosophy degree from the University of

Ruhuna. During his tenure of 31 years, he served the University of Ruhuna in almost all capacities in the Faculty of Management and Finance.

He extended his yeoman service not only to the undergraduates' programmes but also to the postgraduate and distance educational programmes, including Master of Business Administration, Master of Business Management, and Diploma in Human Resource Management. He rendered his service as a Visiting Lecturer in the Faculty of Science, Faculty of Agriculture, Faculty of Fisheries and Marine Sciences of the University of Ruhuna, Sri Lanka Institute of Advanced Technological Education, and the Open University of Sri Lanka. He has further given his service as a resource person for the Staff Development Programme of the University of Ruhuna. Moreover, he has actively contributed to the curriculum development of the interdisciplinary syllabus in the Faculty of Medicine, University of Ruhuna. He is an intellectual expert in General Management, Human Resource Management and Career Management. His main research interests lied in the areas of Human Capital Development, Career Management, Organizational Citizenship Behaviour, and Human Resource Management. His research has been published in national and international conferences as well as in journals.

He had been serving as a Chief Examiner in the General Certificate of Advanced Level Examination for several years and rendered his services as the coordinator of the selecting committee of the best entrepreneur award in the Southern Province, Sri Lanka. Inarguably, his achievements made him one of the most accomplished academics in the country.

He reached the summit, and many others were benefited along the way. During his career, he served the university as one of the senior consultative academics. More than

10,000 students succeeded in their lives under his untiring guidance and mentoring. His professional life was not always smooth, the path was rocky at times, and he confronted with many challenges along the way; however, his integrity and honesty won the day. We are indeed fortunate to pen these words about him and his legendary career. He retired on 30th September 2021 when his service was needed the most.

It's our gracious honor to interview this big personality.



INTERVIEW ARTICLE



LIFE STORY INTERVIEW -DR. R.M. RATHNAYAKA

Q. We would like to know about you and your background.

I am someone who is trying to be a better person than I was yesterday. I am a minimalist who is satisfied with what I already have.

Q. When you remind your younger self and childhood, what were your inspirations??

Considering my family background, I am the first child in a family of ten. Therefore, it is a great feeling to receive more love from my family. My father was a well-respected farmer, and he was a good example for me to build my life. I learned teamwork from my father. And the village I lived in had a beautiful environment.

I was always inspired by this environment. In my childhood, I spent time in a relaxing manner without any responsibility.

Q. If you reminisce about your school education?

I first studied at Thanwatta Junior College; a respected school located in the village. In the seventh year, I left the school and joined Medagama College. I passed the Ordinary Level examination from that school and got scholarship for Advance Level to Bibila Central Collage. I was then got selected for the University of Peradeniya.

Q. Can you tell us about your university life?

The turning point of my life was at Peradeniya University. I got very lucky with a few things, foremost it was having a good group of friends. Second, I consider it my good affluence to associate with university professors and to have the opportunity to study under them. It was not only the academics that I learned from them but also, I learned how to behave as a well-disciplined citizen in society. Therefore, I still consider the University of Peradeniya as my home in terms of my education.

Q. While you were in the university, did you have a specific career aspiration for the future after your graduation?

I had no specific idea of what I wanted to be. But I am a person who does what I do properly. But when I was young, I had an idea that I wanted to become a bank manager, but with time, it faded away for a reason that is unknown to me. I also had a dream to be a judge. That dream still pertains and remains in my mind because I have a great determination to go to a place where I can give good decisions about the injustices in society.

Q. Did you eventually choose lecturing as your career? What motivated you to become a lecturer?

Becoming a lecturer was a dream for me. I conducted classes for free after the Advanced Level examination when I was waiting to enter the university. From my teaching, the students were able to pass the exams. From all the positive feedback I received, I decided on my career in lecturing. First, I joined Polgolla Cooperative National Institute as a Management Fellow. After that, I worked as a visiting lecturer at Badulla Technical College, and I got positive feedback from all of them. I loved working with children, and I fell in love

with this field because it was more dynamic than other fields.

Q. Why did you choose Human Resource Management as your base field?

In fact, I showed talent in technical subjects like accounting and costing. But while working at Ruhuna University, when it was divided into departments, I realized that teaching behavioral subjects rather than technical subjects would make a difference in my life. I chose the HR field with the determination that I will be able to teach differently and think differently.

Q. Besides lecturing and research, what other administrative involvements have you done at the university?

In terms of administration, I have worked as a head on several occasions. After that, at the beginning of the management faculty, I worked as an acting dean. Later I worked as a student counsellor for a period. I have worked as a coordinator and as a member of the projects implemented at the university.

Q. What are the memorable challenges you faced while working as a lecturer in the Faculty of Management and Finance?

I first joined as an Assistant Lecturer. At that time, there were a limited number of lecturers, but there were a large number of subjects in management courses, so one lecturer had to teach three or four subjects at times. We taught in Sinhala medium, but all the books were in English medium. The first challenge was to prepare notes related to the subjects. It became a big challenge for us because we didn't have much understanding of English, but we accomplished the challenge. The others did not feel like it was a big challenge for me because I always see everything in simple terms, and I worked with the mindset of "I can do it".

Q. As a lecturer, one important phenomenon is research. What kind of research area did you study there?

I followed the topic "Best practices in organizations" for research. The best management methods and practices used in southern provincial institutions were studied. But after a year, I was advised that the topic was a bit complicated, so I finally did research that was a combination of marketing and HR. And I was 63 when I completed my PhD. I consider that as one of the special things in my life journey.

Q. Let's talk about your work-life balance.

The credit for the success of family life goes to my wife. Ninety per cent of my time was spent on university affairs as well as academic and extracurricular activities. As a husband, I only provided them with the necessary financial facilities and looked after them. Since she was a teacher, she took care of all my children's education, so I didn't have any big problems. Another thing is that she is a good understanding wife and can share anything. I am usually someone who gets angry easily, but it is balanced with my wife's behaviour.

Q. You are someone who witnessed when the Faculty of Management and Finance was established separately from the Faculty of Humanities and Social Science. Can you share your thoughts with us?

There were over 100 lecturers who worked together for the succession of these faculties altogether. Professor Atapattu was the Dean of the faculty and Professor Dayananda was the head of the department of humanities. Prof. Piyasiri, Prof. Hemapala, Prof. Derwin, Dr Ramani, and Prof. Sunethra are the staff members who worked closely with me those days. Mr Nandana Deegana put a great effort to create management faculty and the rest is history until now.

Q. What has been your most satisfying experience as a lecturer?

I am satisfied with my academic achievements as a person. And I have a good family life. All three children got their degrees from state universities. That's also one of my achievements. All these things were possible because of my career as a lecturer. I trust that I got everything because of my talent and skills so I believe that I did my best for the growth of my university.

Q. What are your late career expectations?

I expect to do a counselling service as a contribution to society. My focus is now on the path to meeting people and providing the necessary counselling. Moreover, I also like to focus on the path of becoming a lawyer.

Q. As a senior lecturer, you are an important personality in initiating the Human Resource Department. As a retired senior lecturer what developments you would like to see in the Department of Human Resources?

Out of the four departments in the faculty of management and finance,

The HR department is the number one department. The significant reason for this is the correct leadership path of Dr. Galhena. The HR Department is well known for teamwork and contains personalities who can make sacrifices for the betterment and success of the department. I have observed the undergraduates of the department of HR are mostly active in their LinkedIn performances. The success of the department depends on the leadership style and not the person. If we are able to sustain it for a longer period, we are able to achieve high success in the future.



Daya K Wimalasuriya

PMP, DTM, CSM, M.A. (Econ.), B.Sc (Eng.), Senior Project and Portfolio Manager (Finance, ByLaws and Service Management) – City of Surrey, BC, Canada

HUMAN RESOURCE MANAGEMENT FOR PROJECT MANAGEMENT

What is Project Management?

Before analysis on how human resource management can be pertinent to project management, it is useful to understand the definition of a project and project management via the universally accepted PMBOK (Project Management Body Of Knowledge) published by the Project Management Institute (PMI) and other associations that regulate the discipline of Project Management.

A “Project” can be defined as a unique endeavour to deliver a product/service/result which requires a series of related action items to be completed using capital and human resources with a definite start and end date subject to constraints on the cost and other resources.

The keyword here is “unique” as no two projects can be identical.

Project Team Evolution Lifecycle

Project Management can be defined as the application of knowledge, skills, tools, and techniques with the given resources to meet the objectives of the project.

Unlike organizational team management, a project manager has to assemble a team where team members may or

“ WHY HUMAN RESOURCE MANAGEMENT IS IMPORTANT FOR PROJECT MANAGEMENT? ”

While project management as a discipline has several key domain areas mostly technical such as scope management, schedule management, cost management, quality management and risk management, the domain of human resource management stands out as one key area of the success of a project because,

In real life, no matter how much capital resources are available, a project is never delivered in a vacuum; every project requires people (human resources) to ensure the delivery of the objectives

In most cases, project managers must work with project team members who usually do not report to them in the organization; making is an essential skill for a project manager to motivate and manage members of the project team, without the power of being their reporting manager.

may not have worked together before and make them work together and reach peak performance soon to deliver the project and then dissolve the project team once the project is done. An experienced project manager may concurrently manage multiple projects at the same time, with each project in various stages of delivery – from initiation to commence work to closeout after results are delivered.

The typical evolution of a project lifecycle has 5 main stages from team management and by extension human resource management point of view.



Those 5 stages are known as,

- **FORMING:** A new team is formed.
- **STORMING:** The team's operational rules are defined as well as the roles and responsibilities.
- **NORMING:** The team starts to operate as per the understood operational rules.
- **PERFORMING:** The team reaches peak performance to add get deliverables completed.
- **ADJOURNING:** The team is dissolved after the project objectives are realised.

The role of a project manager from a human resource management standpoint tends to evolve and change as the project team goes through these stages and a proper understanding of the changing behaviour of project management is essential to the success of any project, big or small.

Human Resource Management implications during a Project Lifecycle

Human Resource Management during Forming

Forming is the stage that the project manager must take lead and take initiative.

It could be a time of great confusion, ambiguity and sometimes mistrust among the members of the newly assembled project team, as by design it was the creation of a brand-new project team, and the team members were not much aware of the work to do other than they are told they have to work on the project.

It becomes the responsibility of the project manager to spend all the necessary time and resources to be hands-on with the team, intervene in conversations and build the team into a working group.

Even if the project manager is not a natural extrovert, this is a time the project manager must put on an extrovert hat to break the ice and introduce team members to each other to create a welcoming environment for future project work to be done and team members to collaborate.

On the other hand, this is the time a project manager will establish team norms and ground rules that will set the tone and establish the mode of operation of the project team for the entire duration of the project.

In other words, the Forming state is the foundation on which the project team will be built.

Human Resource Management during Storming

Once the initial get-to-know time has passed, the project team enters the Storming stage.

Any organization will have different departments and functional teams, which have deep-rooted internal processes and procedures to ensure smooth functioning. When team members from different teams get together to deliver something new – a change to the “status quo” – it often results in a clash of ideologies and process norms of different teams.

While these disagreements are a welcome feature in a team (since it indicates that the initial stage has passed and team members are willing to exchange ideas and discuss what to do), they can also easily spiral into a confrontation that is detrimental to the team's cohesiveness to work as one unit.

Again, it is the role of the project manager to be hands-on and intervene and make sure that any disagreements can be sorted out as per the agreed ground rules, team norms and project objectives. Also, if any discussion needs to happen with anyone outside the project team, the project manager must take lead and ownership of that correspondence to ensure a unified message comes out of the project team.

Human Resource Management during Norming

Once team ground rules are understood and the team knows each other, and differences of opinion are sorted out, the project team members start to fall into their roles, understand their responsibilities and look for the way to do their work.

As a result, the need will be less for the project manager to be hands-on to address each communication line among team members or to be part of each task-level collaboration among team members. It is time for the project manager to not become a micromanager and empower the team members to start work and take ownership of their work.

However, in an environment like this, the project manager must invest some time to understand how to incentivise good behaviour and work done above the call of duty. To do this, a project manager needs to talk to project team members, observe their work and behaviour patterns and figure out the types of incentives for each team member. As all humans are unique, everyone has a unique type of incentive, and it is the skill of a project manager to identify the types of incentives to be provided to each team member, should be need arise to recognize

good performance or give added motivation. A simple cookie-cutter approach to financial incentives will be a wrong approach and may even run off being a disincentive if applied to some team members.

Knowing the team very well is key for a project manager to be successful in determining the incentives.

A popular method used to determine types of incentives is the theory of Maslow's Hierarchy of Needs introduced by Abraham Maslow. It identifies 5 types of needs that would act as the main driver or incentive for a person, based on their personality.

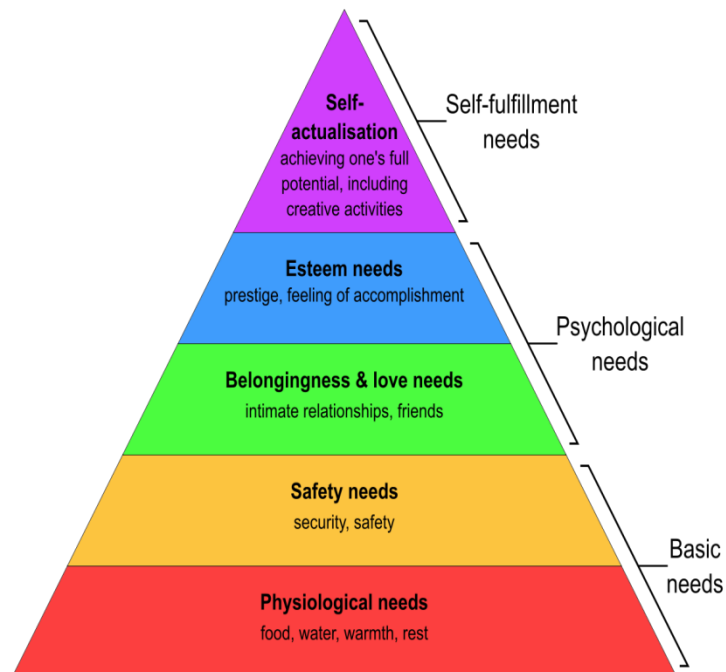
Physiological Needs: Basic needs that everyone needs as essentials.

Security Needs: The need to ensure survival.

Affiliation Needs: The need to be part of a community.

Esteem Needs: The need to be respected and liked.

Self-Actualisation Needs: The need to fulfil something beyond self-needs.



While the above 5 need types look more appropriate for regular organizational management, a project manager who works in tandem with team/functional managers can apply appropriate incentives for team members during project execution as well. For example,

An increase in salary or a bonus/lump sum financial offer will be an incentive for a project team member who is a new worker just out of school/university (Physiological Needs)

Commendation of work to a manager or recommend offering a permanent position to a project team member who is working for the organization on a contract or probationary position (Security Needs)

Acknowledge positive contribution to the project by an experienced member of the organization to the team member's manager to make it count for future promotion and career path development. (Affiliation Needs)

Assign a leadership role within the project to a team member who has shown interest to move into a leadership role in the organization. (Esteem Needs)

Recommend approving a requested vacation by a high-performing project team member who is spiritually inclined to go for a meditation retreat. (Self-Actualization Needs)

Human Resource Management during Performing

Once the project team knows what they must do after Forming, Storming and Norming, and the necessary incentives are also in place to detect and reward work, the project team starts performing like a well-oiled machine. The team members have self-awareness of their roles and are willing to collaborate with other team members and there is no ambiguity on the project goals and objectives. Occasionally. Even during this stage, conflicts can arise and when conflicts do arise, a project manager needs to adopt a conflict resolution technique that is appropriate for the project's success.

In general, a project manager has several conflict resolution techniques, but as in organizational management, only one of them is recommended to use unless in extreme circumstances.

Avoidance (avoid the conflict and move on):

Win-Lose: Not a recommended approach.

Compromise (reach a middle ground by asking two sides to compromise): Lose-Lose: Not a recommended approach.

Problem-Solving (consider facts and determine a solution): Win-Win: A recommended approach.

Smoothing (ask to focus on positives): Win-Lose: Not a recommended approach.

Forcing (use power and dictate a solution): Win-Lose: Not a recommended approach.

While Problem-Solving is the recommended approach, it doesn't mean each team member in a conflict will be 100% happy. However, the key to this approach is consistency and a fair process in that team realises that a project manager takes the best decision based on available information.

Human Resource Management during Adjourning

Once a project is completed, the project manager must ensure that the project is brought to proper administrative closure and make all necessary steps to transfer the project team member to the original team.

This step, though seems not a major step, does play an important role in the reputation of a project manager or the project manager's brand.

Human Resource Management as a differentiator between a successful and an average project

As mentioned above, while a project may have a lot of other resources, in the end, require a team of people to work together collaboratively to successfully deliver a project.

A motivated team happy with the leadership of the project manager is likely to work as a more empowered team, taking responsibility for the work assigned to them. This motivation-driven productivity gain will, in most cases make a difference between a highly successful project and a project with average success.

Daya K Wimalasuriya

PMP, DTM, CSM, M.A. (Econ.), B.Sc (Eng.),
Senior Project and Portfolio Manager
(Finance, ByLaws and Service Management)
– City of Surrey, BC, Canada





Mrs. Ishani Rajapakshe

Deputy General Manager
Strategic Operations and Project Lead
MAS Intimates (Pvt) Ltd.

“ Most challenging aspect of the HR role is fostering a culture that is based on mutual trust and respect. It's the pathway to having an engaged and inspired workforce ”

Q. To start off the conversation, we would like to know about you outside the work format.

My interests are travelling and reading books. I am a mother of 3 kids and enjoying life through the eyes of little ones.

Q. Progression of your career.

Started as a Product Executive at Sri Lanka Insurance. After 1 yr joined as a Management Trainee at MAS Intimates in 2006, promoted as Deputy Manager-HR followed by Manager HR and Administration and Deputy General Manager HR.

Q. What are the challenges you have faced in your career journey?

Challenging the status quo is encouraged through the company culture therefore

it's evident in the day-to-day decision-making process. Personally, work-life integration was a challenging aspect of my career.

Q. What is the most challenging aspect of the HR role?

Fostering a culture that is based on Mutual trust and respect. It's the pathway to having an engaged and inspired workforce.

Q. Briefly describe your experience in human resource development.

always have to challenge the status quo as we are dealing with Humans. The needs and wants are subject to change with time. Having the right analytical mindset would provide an opportunity to see through a problem without being biased. It's always a

pleasure to see the results of learning and development interventions and the impact it has created in the lives of many.

Q. As an HRD Manager, how will you drive results?

firstly, by fostering a culture that is based on Mutual trust and respect. On top of that being a role model in learning and sharing. Once the base is set can monitor the KPIs through a management system developed through lean principles.

Q. As an HRD Manager, how will you drive results?

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Q. As an HRD Manager, how will you drive results?

firstly, by fostering a culture that is based on Mutual trust and respect. On top of that being a role model in learning and sharing. Once the base is set can monitor the KPIs through a management system developed through lean principles.

Q. How do you deal with unethical situations? Any examples?

We as a company possess a DNA/ code of conduct, and the whole company is governed through that framework. Therefore, we as employees cannot go beyond that.

Q. How do you ensure that you stay organized and efficient when working under pressure?

Can get assistance from technology only up to a certain level. (Through e-calendars, organizing devices etc.) But the most important thing is to be focused and in order to have a better focus, work towards having a healthy lifestyle. (Physically, socially, and emotionally) Daily management is supported through lean principles.

Q. Describe a difficult experience you had when engaging in HRD activities with an employer/manager/coworker and how you handled it.

Handling negative conversations is a challenging experience. It's important to be patient in such instances.

Q. How do you see human resource development practices changing in the next five years?

The generational aspect majorly has contributed and the behavioural traits connotating certain needs and wants will ensure changes in the working environment. Demand in the job market would increase in the health sector /research, data analytics /evangelists etc. Administrative jobs won't be on the top list.



“Ensure the right cadre exists, the shifts are managed with the required cadre, and contingency plans are in place to deploy more staff in an emergency, ensure timely attendance and above all build a customer-friendly attitude and work ethic within all the airport staff with high motivation.”



Mr. Pradeepa Kekulawala

Director/ Chief Facilitator at the Talent Gallery & Achievement Oriented Training Specialists, Former Head of Human Resources in Sri Lankan Airlines



Q. We'd like to know about you and your interests.

I am Pradeepa Kekulawala - Director/ Chief Facilitator of The Talent Gallery. Management and HRD consultancy and skill development facilitation practice. The former head of Human Resources Srilankan Airlines. I am a management professional with over 3 decades of experience in the engineering, office automation, construction, apparel, education and aviation industries with diverse exposure in project management, marketing, general management and human resource development. With over 2 decades of senior managerial experience in Human resource development, I have contributed to the development of organizations with strategic HR business partnering. I am also a volunteer military officer of the SL Army signals corps holding the rank of Lt. Col. I hold graduate and postgraduate qualifications in management, HR, and IT with overseas executive coaching exposure as well. My Interests are photography, cycling and outdoor workouts, travelling and karaoke singing when time permits. I am a founder/fellow member and a past president of the association of human resource professionals (AHRP - SL) and society of human resource management (SHRM -USA).

Q. What's your progression on the career ladder?

Started my career as a management trainee and Intermarket holdings group / Intermarket trading company where I worked myself up to the Position of SBU general manager within a few years through effective and dedicated input, progressed in the career to senior manager level in another entity, held positions of Director/ head of HR positions in the apparel and construction/engineering sectors before being appointed through a very competitive process as the head of Human Resources of the national carrier Srilankan Airlines. My work ethic has been an honest truthful and effective contribution to the organization, visionary motivational leadership to the team, a friendly but no-nonsense approach to management and very direct communication with all stakeholders. This has opened the door of progression for me although it has not been without hard fights against injustice and for the cause of the organizations.

Q. How do you feel working for a reputed company?

I have always taken pride in working for all the companies that I have worked for; all of which are reputed. There is a sense of accomplishment and motivation to do better every day.

Q. In your opinion, how human resource management in the aviation industry differs from other industries?

The aviation industry has many diverse stakeholders in a human resources whose backgrounds differ, specialties differ, expectations differ, and work ethics differ. Therefore, to rally all these diverse sectors towards one goal and achieve seamless goal congruence is a challenge. Further many of the processes are mission-critical. Therefore, operational productivity matters and downtime is not acceptable. Therefore, high level of industrial relations, people engagement and people development matters. This is much more challenging and critical than in many other industries.

Q. What is the role of HR in an airport?

Ensure the right cadre exists, the shifts are managed with the required cadre, and contingency plans are in place to deploy more staff in an emergency, ensure timely attendance and above all build a customer-friendly attitude and work ethic within all the airport staff with high motivation.

Q. What are your methods to balance diversity within the culture?

In general, in the aviation industry which generally employs many nationalities the key is to respect their cultures and provide / Facilitate cultural sensitivities and expectations while treating everyone fairly and equally in the achievement of corporate objectives.

Q. How do you describe the importance of Human Resource Management strategies in the aviation industry?

More than in any other industry aviation industry needs real-time business partnering and strategic human capital interventions you must have strategies focused on - Harmony, innovation, productivity, engagement and resourcing

Q. What are your career aspirations with your new role of Director/ Chief Facilitator of The Talent Gallery & Achievement Oriented Training Specialists?

To make a positive contribution to the private and state sector human capital development to achieve organizational and national productivity goals, to serve as a coach and mentor for the youth of this country to be more productive and employable.

Q. What's your message for aspiring HR officers in the aviation industry?

Master industry knowledge, focus on innovative HR strategies, develop communication skills, and be honest forthright and people-oriented. Above all give your productive best to the cause.





What's your message to the fresh candidates, who are preparing for the interviews?

"Practice. Try going for many interviews as you possibly can. Even if the job does not suit you go for an interview. Even if the company is small company go for it. The more you face interviews the more you learn. I have gone to at least 100 interviews throughout my career. Over 90% of the interviews I went to did not succeed. But the experience I got from those interviews was immense."

Mr. Asela Hewapathirana

Senior Human Resources Manager in Recruitment at Softlogic Life PLC

Q. Please give us a brief introduction about yourself.

I am Asela Hewapathirana, affiliated with MBA – Cardiff Metropolitan, BSc in HRM – UCD Dublin, Ireland, Law Student – OUSL. An innovative, dedicated and self-driven motivator with a proven track record in working with Sri Lanka's top brands & industries. Started my career from the bottom as an Intern working for MAS LineaAqua and went on to work in, Sterling Lanka Apparels, FMCG giants Lion Brewery & Pepsico & moved into the financial sector working for Softlogic Life Insurance PLC. Served as a Senior Manager – Human Resources and has a proven track record in Talent Acquisition, L & D & Industrial relations. A practical HR practitioner who is strong in his listening skills and developing his subordinates into enablers. I wanted to become a lawyer when I started my career, but I ended up as an HR practitioner. But I want to complete my law exams even if I hit my 40s as I do not want to stop any project without completing it.

I like to meet new people, interact and travel in my free time.

Q. Why recruitment is important among the other HR functions?

Finding the right fit for an organization at the right time is of utmost importance. It is like giving a key to your house to a total stranger. You need to have the ability to judge the person in front of you in a few short moments. If you make a wrong hire overall company will get affected as the attitude and the expertise the new person will bring into the organization will cascade down to the bottom.

Q. How can you explain modern recruitment techniques? How applicable they are across different job categories?

I believe the more tools you have to attract people is better. Rather than being a traditional recruiter who would look to posting a job-on-job sites, the modern recruiter should be able to interact with more people across different forums to carry the company brand image across the

candidates. But you need to first understand the exact job requirement of your company. If you are looking for Insurance Service Assistant, no point in looking for them in Universities. Your target market should be different. You should be able to make links with different schools to attract school leavers who are interested in exploring options at the start of their careers. But if you look for top executives/Managers to be recruited then you should be able to interact with them in social gatherings and try to convince them to join your company rather than just putting advertisements on career sites.

Q. When recruiting graduates, what are the main criteria which are considered?

Attitude. That is the key word. Lot of graduates tend to fake their enthusiasm and eagerness to impress themselves in an interview. So, you need to be experienced enough to determine who are the genuine candidates from the posers. And also, I believe eagerness to learn is also a key point I look for from a candidate. Because I believe a lot of the things, we learn for our Bachelor's do not get practised in a cooperative environment. Thus, a person who has the ability and eagerness to unlearn and learn new things would be a good hire.

Q. What are the main weaknesses you observed by experience from the candidates who are graduates when they come for the interviews?

Confidence. They need to portray their confidence in an interview. The recruiter should feel the energy that a candidate has at the interview. But be mindful not to overdo yourself.

Q. What's your message to the fresh candidates, who are preparing for the interviews?

Practice. Try going for many interviews as you possibly can. Even if the job does not suit you go for an interview. Even if the company is small company go for it. The more you face interviews the more you learn. I personally have gone to at least 100 interviews throughout my career. Over 90% of the interviews I went to did not succeed. But the experience I got from those interviews was immense.

Q. As a recruitment consultant what are your predictions on major trends in recruitment function globally and locally in the future?

I do not have exposure to global trends thus I will not comment on that. But locally I believe Recruitment as a function will have more prominence than others. Since there will be hard to find suitable candidates for a job role, the recruiters should have the right tool kit to attract, Interview and a good company onboarding exposure to all candidates who they attract.

Q. How organizational contexts have changed their recruitment policies with the pandemic and financial crisis?

Previously all Interviews happened face to face physically. But with the pandemic and financial crisis lot is happening online. Thus, the companies had to change their technology to stay ahead of the game. Even the aptitude and psychometric evaluations that you do have to change from a paper-based one to a more digital-based testing mechanism.



“Linguistic ability and strong communication skills will play a big part in the future. As corporates can teach technical skills to strong communicators.”



Mr. Minula Kariyawasam

Financial Services Recruitment Consultant
En world group – Tokyo, Japan

Q. Brief introduction about yourself

I reside in Japan, working here as a financial services recruitment consultant. Originally from Sri Lanka, I have a great deal of passion towards people, sports and music. I play cricket and guitar during my spare time.

Q. How do you see yourself in your career span?

As of now, I cover M&A, private equity, hedge fund, IBD and venture areas. Working as a consultant gives me a greater understanding of what people in this industry do. My career goal is to move as an in-house talent acquisition and eventually move to a buyout fund.

Q. What are the key trends of the next 05 years/10 years affecting labour supply & demand?

With Gen Z having a lack of interest in financial services and more interest in self-employment, we may see a growing demand for bilingual talent in the future, especially in countries such as Japan and USA two biggest job markets in the world.

Q. What skills would be in most demand in the future?

Linguistic ability and strong communication skills will play a big part in the future. As corporates can teach technical skills to strong communicators.

Q. Why would you think these skills are important?

With many companies globalizing rapidly. Integrating many offices around the world into one, the individual who can communicate across many offices using other than English can be seen as a very strong point.

Q. What jobs will disappear by 2025/2030?

Interpreters' jobs disappear by this time and technology is taking over this area. Still, we can't say it will completely disappear, but more like a modification or an alteration.

Q. The top skills in a fresh graduate's CV that employers want to see?

Given the fact that computer literacy is mandatory and communication & leadership outside academics' skills are the most important.

Q. Explain the challenges for the anticipation of skill needs.

Wanting to see everything on paper. This is a big challenge market is facing now. You can't mention all in a CV. Countries like Japan are moving into casual meetings to create a personal connection with candidates, prior to moving into interviews.

Q. How the labour market can meet the upskilling challenges

Solid training programs for those who lack technical skills but possess strong soft skills and potential. Digital types of learning content such as Just-in-time learning and Microlearning are the key to upskilling. Mentoring, self-training, real-life simulations are the most popular methods for upskilling,

Q. What do you think is the role of a University in shaping undergraduates' skills?

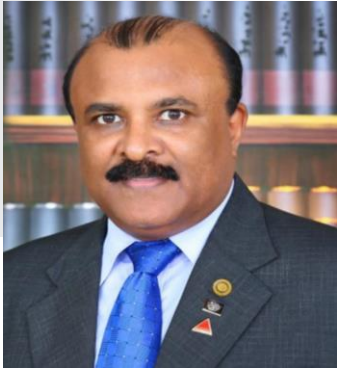
Shaping them to be more than number-driven, book-driven people. Teaching them soft skills required in the specific study area and career path is required, as most of the fresher are lacking in these areas and it takes them a considerable time period to adjust to the corporate.

Q. Any messages to HR undergraduates who aspire to take themselves into the international labour market?

People is the keyword in this industry. You have to be able to understand the 'pain' of a candidate. Managing expectations across all parties. People skills are what you need to succeed in this industry.



WHO ARE YOU?



PERSONAL BRANDING

Mr. G.S. Sylvester

FCIM, FSLIM, Chartered Marketer
Marketing Consultant, Trainer, Tutor

Q. What is personal branding?

Personal branding is the process of defining and promoting what you stand for as an individual - is basically the way you market yourself to the world.

Q. Does everyone have a brand?

Yes

Q. Why is personal branding important?

- I. Builds Credibility - Personal branding allows you to establish your name as a thought leader or expert in your field of expertise.
- II. Recognition - Wouldn't it be nice for people to know your name without ever having to introduce yourself?
- III. Automatically Builds Networks For You and attracts opportunities
- IV. Builds Trust - When your intentions are genuine and clear. This fosters trust.
- V. Increases your confidence.
- VI. You are differentiated from the rest - Your personal brand is a competitive edge that separates you from other undergraduates in the minds of potential employers.

Q. What are the most important aspects that need to be considered as a beginner in personal branding?

Your personal brand should highlight your strengths, establish a reputation, build trust, and communicate the unique attributes that you have. Creating a personal brand cannot take purely a "Bolt-on" approach such as wearing branded clothes, a new hairstyle, new accent! Etc. It must necessarily take a "Built-in" approach.

Q. How can we create a vision for personal branding

A brand vision is an internal reference point that describes how you wish to be perceived by others. It is your way of telling the world who you are and the difference that you make.

When you articulate it clearly, concisely and consistently, you project a sense of confidence that gets other people to sit up and take notice.

The first step in personal branding is defining the values that sit at the core of who you are as a person. Some examples of core values might be: Dependability, Honesty, Creativity, Secondly, identify your passions – what are the things you most enjoy, both in your personal and professional life? These two steps will help you pinpoint where you want to invest your energy and the path you want to follow.

Q. Why do undergraduates need to think of themselves as brands?

Personal branding for undergraduate students is very important. However, a lot of young undergraduates do not recognize what personal branding means to their professional development and career launch. Every undergraduate student, regardless of their major, must work on creating a personal brand during their time in the university. It is the single most important thing you can do to help differentiate yourself from the competition when you begin your career. It is one of your biggest strategic assets to express and communicate your skills, strengths, personality, personal development, and values.

If you present yourself in the same ways as hundreds of other undergraduate students on campus, how will you stand out for an internship or your first professional job?

When undergraduates build their unique brands, they're not only marketing their skills, achievements, and strengths, but also their personalities, values, and passions. Their brand is conveyed in person – by appearance, communication style, and behaviour. By building a personal brand while you're an undergraduate student you are going to shine and stand out amongst the millions of other students who are not doing the same. And when you want to find employment, jobs will find you instead of the other way around.

Q. What are the things undergraduates can do to develop their personal brand?

I suggest the following 03 steps in building his/her personal brand:

- I. Discover your core identity. - Your vision, passion etc
- II. Develop and differentiate yourself.
- III. Manage and live your brand identity.

Q. How are we creating values through personal branding?

Effective personal branding will differentiate you from the competition and allow you to build trust with all stakeholders. Be honest and authentic about the 'you' that you present, and people will notice. It takes a lot of effort to build your personal brand and give yourself more value, but it can be really worthwhile in a crowded marketplace. So, stay committed, never stop learning and be prepared to adapt.

Q. What are the effective mechanisms available for undergraduates to develop their brands concerning the target audience?

I am understanding the ideal target audience and develop strategies to communicate and build networks and relationships with them.

Q. How can we manage consistency after developing a personal brand for ourselves?

Everything you do, say, write, share and even how you present yourself (your brand visuals) should be “anchored by” your brand personality.

Q. How do you manage your personal brand?

Be Proactive

- Promote your accomplishments.
- Maximize your participation in meetings and groups.
- Communicate effectively.
- Stay relevant.

Be Strategic

- Choose your associates wisely.
- Have a positive attitude.
- Dress and act the part.
- Maintain a professional image online

Q. What are the unethical practices in personal branding and how to avoid them?

Ethics has a close relationship with personal branding. In the management of our personal brand, we work on the value proposition, something that projects a benefit to others. Unethical practices are when there are conflicts of interest, they lie and deceive everyone, forgetting that they cannot fool everyone forever. They do not keep promises and do not live their brand promise.

Q. Any comments to pen down about 'Personal Branding'?

Creating a defined personal brand is a great way to distinguish and differentiate yourself in today's competitive market because it lets people understand who you are, even when you're not in the room. You set yourself apart by telling your story, sharing your personality, and connecting with people who vibe with your vision. By creating a brand for yourself, you can gain a clearer idea of what you want to achieve and how you need to be perceived to get it, and from there, market those attributes to your target audience.

“ WHEN WE EMBRACE UNCOMFORTABLE CONVERSATIONS ABOUT SEXUAL HARASSMENT, WE CAN BREAK THE CYCLE OF AVOIDANCE AND SILENCE THAT LEAVES OUR WORKPLACES FEELING VOLATILE AND UNSAFE. ”

-Sarah Beaulieu-



**Niyukthi
Nanayakkara**

**Assistant Manager Human
Resources at AB Securities
Private Limited**

PQHRM (CIPM) HNC (NILS)

Q. How do you ensure that you stay organized and efficient when working under pressure?

I tend to list down all my work to-do list as the first thing in the day and pay more attention to the most critical matters by prioritizing the tasks. When you have multiple work tasks to complete each day, you may need to develop an effective system to manage them. Prioritizing is a way to determine what you should accomplish first based on importance. Understanding the best ways to prioritize your tasks can save you time in the workplace.

Q. How do employees approach HR officers with grievances?

The employees really don't approach HR unless HR has built a good rapport with them. The best thing is to walk in their shoes and identify their grievances. An employee grievance requires the employee to raise their issue with their employer. Having an informal chat when they first come to the HR officer with their issue can sometimes be all that is needed to address what's bothering them. But not always. In some cases, the employee might opt to go further and raise a formal grievance.

Q. How would you react when an employee approaches you with a sexual harassment claim?

Sexual harassment is a criminal offense. Therefore, we need to conduct a proper inquiry and act on the findings. Regardless of whether a complaint is made formally or informally, it should be considered seriously. Along with the inquiry, we should start the investigation as soon as possible. Throughout the process, we should ensure the safety of the complainant.

Q. Do you think you would have trouble dismissing a good friend?

Not exactly. Perhaps, firing friends or family isn't easy due to the emotional attachments. But when they are dismissed for a legitimate reason, it's the best move to realize from the point of view of the organization. Work and personal reasons are two things. And as a friend, I can set up an in-person meeting while being honest and clarifying the situation and let him be aware of why he is been dismissed. As I am coming from Human Resource Management field, we often have to take these difficult decisions.

Q. What do you do when you get a grievance from an employee about a conflict of interest at work?

Need to have chat with the employee and need to find the root cause. As a practice, in the orientation, we identify these risks and raise awareness of the circumstances in which conflicts can arise and Build capacities to prevent conflict of interest through training. HR addresses the conflict of interest by identifying the specific points of disagreement. Then discuss with the two parties while focusing on specific issues without generalizing or escalating the situation.

Q. Explain to us an instance in which your recommendation to the management led to a change in your company's policy or improved your employees' work experience.

Implementation and strictly adhering to the Shop and Office act in the Human Resource Operation process. Also, I was able to introduce a performance-based increment system to the organization.

Q. How do you process a harassment or misbehavior claim of an employee?

Employee Misconduct is employee behavior that's inappropriate for the workplace and negatively impacts the employee's work, environment, or peers. Also, it is a deliberate violation of a written or implied employee policy. These misconducts can bring inevitable consequences. The process of addressing such an employee claims is to take and consider the complaints, conduct an investigation, and take further actions based on the findings. These investigations can result, in a written warning for an employee, suspension from duties, transfer, etc.

Q. What are the ways to make sure that you stay compliant with national laws and regulations?

In order to stay on track with changing laws and regulations we can follow the steps of Designating a compliance officer Regularly checking sites for updated standards, attending training and workshops that are organized by the regulatory bodies, Outsource the experts, and scheduling regular internal audits. Moreover, we should ensure that employees also follow them.

Q. Will you be able to list the steps to process a suspension or termination of an employee?

Suspension and termination guidelines should include a list of appropriate disciplinary procedures. The list of violations should be sufficiently detailed.

- | | |
|------------------------------|--|
| - Explanation calling. | - Let the employee accept or reject it. |
| - Preliminary Investigation. | - If found guilty suspend or terminate the employee. |
| - Issue show cause notice. | |



WHY HR MANAGERS SHOULD BE AWARE OF THE LAW?

HR managers are responsible for more than hiring competent staff, fostering a positive workplace culture, and conducting appraisals. To effectively manage the department and legal issues that occur at work, human resource managers must also be familiar with state laws and regulations. Human resource management's ability to address and respond to legal concerns within the organization will be aided by their knowledge of the laws.

The HR must be conversant about labour laws, contractor rights, and rights relating to men, women, and children. Such laws are created by the state to safeguard everyone, settle disputes, resolve conflicts and foster a positive working environment. The role of an HR professional includes having a thorough knowledge of the law and the ability to explain it to both companies and employees. The HR department makes sure that the business complies with and upholds labour and employment laws.

Ensure Fair Treatment of Employees

Human resource management must ensure fair treatment of employees in the organization. Usually, any complaints regarding sexual exploitation, harassment, abuse, unfair treatment, or any other form of sexual misconduct are addressed to Human resource management. Therefore, the management has to have in-depth knowledge of laws in order to protect their employees. HR management must know how to uphold justice within the organization in order to maintain a positive and safe working environment for employees.

Enforcing the Law

HR management should ensure that the organization is operating within the law, and they are not undertaking any unlawful activities. The management must communicate with the regulatory bodies to deal with the business and ensure that the law is being upheld. To maintain a legal workplace environment, the HR department should help employers and employees in the organization understand the laws and work within the bounds of those laws.

Maintain an Ethical Work Structure

To protect the health and pay of the employees, HR managers must also be knowledgeable about employment legislation. It aids in improving staff morale and working relationships within the business. To give employees everything they are entitled to, competent HR professionals must be aware of the pertinent legislation regulating benefits. The effectiveness of HR managers ensures that workers are happy with their work environment and overall corporate experience.

In conclusion note, a human resource manager must thoroughly go through the law book to deftly manage the department. It is emphasized to learn workplace and industrial laws through experiential learning methods like on-the-job experience. Nowadays most employers expect HR professionals to have a firm understanding of the governing profession. As such, aspiring HR professionals should pay close attention to understanding labour and employment laws to prepare for the job.



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THE GIG IS UP

Youth unemployment is a global challenge faced by both developed and developing countries (Dagume & Gyekey, 2016; Okonkwo & Obidebube, 2022). According to the global estimates of the international labour organization, young workers were severely affected by the COVID-19 pandemic in 2020 across all regions and country income groups (ILO, 2021). Over the past few decades, it is evident that youth unemployment is becoming a serious issue even in Sri Lanka. In the first quarter of the year 2022, the overall youth unemployment rate (age 15– 24 years) in Sri Lanka was reported as 19.2% (Central Bank, 2022). Further, there is a huge growth in female youth unemployment (24.7%) than male youth unemployment (16.2%) (Central Bank, 2022). Surprisingly as a nation, we own the highest youth unemployment rate in the South Asian Region (Jayathilake, 2020), and mainly it is concentrated among educated youth, and the rate rises with higher levels of education in Sri Lanka. Indeed, young job seekers are extremely struggling to enter the job market. This could be a result of the disruptions that took place recently within the education system and the deteriorating quality of employment.

A gig economy can be defined as a free market system in which temporary positions are common and organizations hire independent workers for short-term

commitments. The term "gig" is a slang word for a job that lasts a specified period of time (Shvetsova, 2022). Indeed, the gig economy could be one of the much-needed timely solutions for youth unemployment. The gig economy operates via digital platforms and is thus known as the 'platform economy', 'contingent economy', 'sharing economy, and 'collaborative economy' (Lepanjuuri, Wishart, & Cornick, 2018). The millennials were born in an era where the entire world received access to the internet and on the other hand, the emergence of social media took place. People who belonged to generation Z were raised with instant access to smartphones/the internet and the rapid growth of social media. Both generations have realized the fact that conventional jobs do not necessarily provide long-term benefits and security anymore and thus, expect more flexibility and purpose. This shift is a key factor behind the growth of gig economy platform work. Compared to traditional jobs, there are plenty of employment opportunities for gig workers in many fields such as transportation, food and beverages, hospitality, marketing, business etc. On the other hand, it can reduce the country's youth unemployment by creating an internationally competitive digital professional workforce. Further, it's a great opportunity for Sri Lanka to increase foreign earnings as the gig workers are compensated mostly in foreign currencies.



Further, it is crucial to investigate whether we have taken the necessary steps to uplift the knowledge, skills, and attitudes of the youth to succeed in the gig economy. For instance, after graduating from college, students try their level best to apply the theories, concepts, and technical skills taught. However, they need to understand that life outside the education system is completely different, and thus learning new competencies and technology-driven skills to adjust to the new environment is crucially important for success. Hence undoubtedly, digital skills are mandatory for youth who are willing to take part in the labour market. However, we need to understand that the digital skills required in one job may differ from those in another job. Initially, it is necessary to figure out exactly the type of digital skills required and the level of digital skills the individual should acquire to succeed in the gig market. Next, it is vital to understand which gig market (e.g.: transportation gig markets such as uber, and Pickme; programming freelancers such as Upwork, etc.) the individual best suits with.

Mainly the digital skills literacy of individuals needs to be improved and for that purpose, a core subject can be added to the academic curriculum of the primary, secondary, and tertiary education system by providing the necessary infrastructures to schools and universities to enable digital skills training by practice. Further, the government can take necessary steps to formulate a national digital skills development strategy with the support of educators, policymakers and experts in the industry. At the same time, digital skills centres can be established in

every district to offer digital skills at an affordable cost and on a flexible schedule to reap the benefits of the gig economy.

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GET OFF THE HAMSTER WHEEL: QUIT THE QUIET QUITTER

Notwithstanding the aids of workplace digitalization, building an employee who goes the extra mile is a challenge for organizations in the BANI world of work, which characteristics brittle, anxious, non-linear, and incomprehensible conditions and complexities. The exhausted workforce, who is fighting to redefine work in front of digital devices, coined the emergence of quiet quitting, not new by any means, but nevertheless a new label to the conventional term: employee disengagement or detachment.

Today's Millennials and Gen Zs are growing at the heels of virtual working platforms which show unprecedented dynamics followed by the exaggerated BANI characteristics of the working environment with the COVID-19 crisis. This leads to employees being compressed into the job description and avoiding overworking themselves to earn extra money or praise. As with the hamster in the wheel, employees experience the same every day causing them to be limited to the daily routine despite the changes in the dynamic world of work. In contrast, managers force employees to dance well on the same dance floor to tackle all the obstacles arising from environmental changes. In fact, it has created a tug of war between employers who push their employees to work at their maximum and employees who reject the 'rise and grind' culture in which employees suffer from the hustle and performative workaholism.

With respect to the 'Work From Home' concept, employees have to keep themselves 'Switch-On' 24/365 to answer telephone calls, and reply to emails and WhatsApp messages, triggering a series of emotions such as stress, anxiety, worry, anger, dissatisfaction, etc. Employees feel uncomfortable at work as they are imbalanced between 'work' and 'life'. What happens next is they perform what they have been assigned and do not utilize their capacities for the sake of organizational betterment. At the end of this quiet quitting cycle, employees leave the organization, and it creates re-hiring costs counting several indirect HR expenditures.

Without any astonishment, quiet quitting can be called a wake-up call for employers since quiet quitters are the signals of potential employee turnover and the death of the organization. There is no magic wand to handle this dilemma. Instead, the organization needs to identify employee expectations along with the changing employment dynamics in the world. Then, those who are interested in a quiet quitting mantra should be given moral therapy to boost their enthusiasm for work. Employees are willing to take away employee happiness at zero cost; thereby, they become brilliant game changers in both the home and the office, sustaining mental and physical well-being. Allowing quiet quitting employees to get off their hamster wheels is not a one-day task but a secret to witnessing success.



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ARTICLES FROM ACADEMIC STAFF



Coping from the stress

By
Dr (Mrs.) J. Ramawickrama



Fly like an eagle

By
Mr. Isuru Chandradasa



Discipline is key to success

By
Dr (Mrs.) G.K.H. Ganewatta



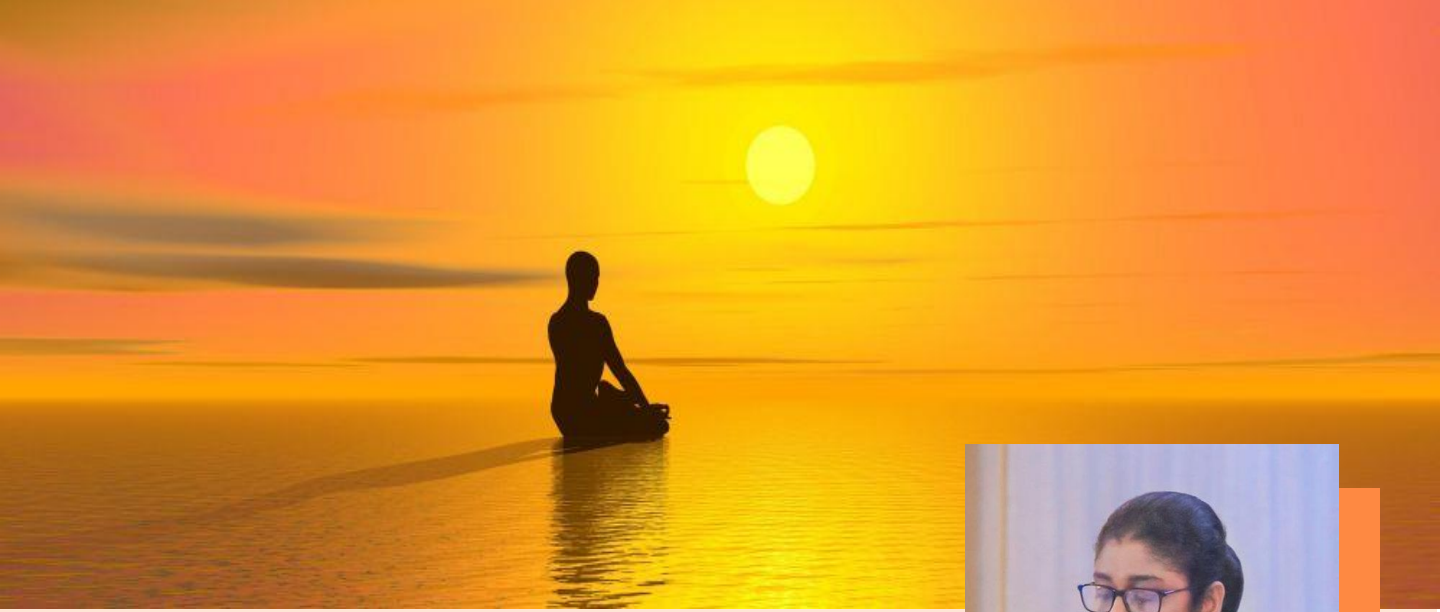
Human Resources in a Marketing role Interesting!

By
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Need of counselling

By
Mrs. D.M.R. Dissanayake



Dr (Mrs.). Jayarani Ramawickrama

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COPING FROM THE STRESS

What is Stress?

“Stress is the Spice of Life; the absence of stress is death” Hans Selye.

Hans Selye known as the “father of stress” defined “stress as the nonspecific response of the body to any demand placed upon it to adapt, whether that demand produces pleasure or pain”. It is common to people that are happening something in our bodies. Stress is an umbrella term, Different people who are in different disciplines have discussed this concept widely.

When it comes to an organizational setting, we call the stress ‘Job stress’ or ‘occupational stress. Job stress can be defined as “the physical and psychological responses of workers who perceive that their work demands exceed their resources and/ or abilities to cope with the work” (Lake,

Griffiths & Cox, 2003). It may affect both employers/ managers and employees. Hence, managing job stress in an organization is a very important and responsible task that must be accomplished by managers in an organizational setting. Hence, we will pay attention to why employees suffer from job stress, what are the effects of job stress and how to manage stressful situations in an organization.

Stress-related factors are called ‘stressors. Employees suffer from job stress due to two main reasons; 1. Factors within the work environment and 2. Factors outside the work environment (Greenhaus et al., 2018).

1. Factors within the work environment include;

- i. *Career concern/transition*: changes of job or location, obsolesce, career plateau, bias in the workplace, loss of employment & retirement.
- ii. *Interpersonal relations*: conflicts within and between groups, competition, inconsiderate/ inequitable supervision.
- iii. *Job demands* time pressure and deadlines, responsibility for people, and repetitive work.
- iv. *Role characteristics*: role conflicts (caught between conflicting expectations), role ambiguity (lack of clarity about expectations or performance), role overload/underload (too much or too little work).
- v. *Organizational characteristics*: centralization, low participation in decision-making, poor communication, pay inequities.
- vi. *Working conditions*: crowding, noise, excessive heat or cold etc.

2. Factors outside the work environment include concern about the economy, concern about the family, concern about society, interpersonal relationships and role characteristics.

The consequences of stress can be identified in three ways including *i. emotional strains*, *ii. physical strains* and *iii. behavioural strains*. Briefly, they are as below;

- i. Emotional strains may occur due to experiencing anxiety, restlessness, and feelings of being overwhelmed. Apart from this, stress can compromise a person's ability to focus, adversely affect a person's ability to complete work-related tasks
- ii. Physical strains affect more than the mind, physically in various ways including headache, muscle tension or pain, chest pain,

fatigue, and a change in sex drive. further, stomach trouble and trouble sleeping also may be a byproduct of stress.

iii. Behavioral strains may cause some people to abuse drugs or alcohol, turn to tobacco, smoking more if they're already smokers. due to these bad habits, people may occur negative physical side effects, including an increased risk of developing cancer, heart attack etc.

According to the above consequences, stress may become serious. It should be managed. Greenhaus et al., (2018) discussed that the consequences of stress may happen in two ways.

1. Work-related matters: due to the consequence of the stress employees may show negative outcomes reporting absenteeism, job dissatisfaction, lower performance, reduce job involvement, turnover, and work ineffectiveness etc.

2. Non-work-related matters: employees may face family role conflicts, life changes, the birth of a child, divorce, illness or death of a loved one, worries about the economy, or current events happening in the country.

Accordingly, it shows that none of us can, or should, go through life free of stress. Stress is inevitable and could even be considered a necessary part of life. We are not always going to be in our comfort zones and having processes to deal with this is critical to survival. Many researchers have concluded that a moderate level of stress enhances the performance and health of employees. Extreme levels of stress (low or high) can be distressful. Optimal levels of stress can be challenging and produce eustress (positive feelings and high involvement) rather than distress. Mahiri, E., and Orwa, B. H. (2016) indicated that stress has a positive effect on employees of any organization but up to a certain extent.

However, any benefits that can be realized from occupational stress are negatively correlated when it surpasses a certain threshold. So, it can be mentioned that the influence of occupational stress on job satisfaction and commitment is immense. Hence, it is worth considering for managing stress in an organization.

With reference to Greenhaus et al., (2018), coping behaviour enables individuals to avoid the harmful effects of stressful situations. Effective coping does not eliminate stress from our lives but reduces it to manageable levels and prevents it from producing severe emotional or physical strain. Latack, J. C. (1989) has identified three broad categories of coping responses. They are;

1. Change the situation that produces the stress; managers should help employees to eliminate burdensome part of the job, better to use staff to relieve pressures, attempt to build more challenge or responsibility into the job, seek clarifications of job duties, seeks clarifications off career prospects, seek the feedback of job performance, seek more flexible work schedules, seek job transfer, seek different organizations or career field, seek others' advice, attempt to upgrade job skills through education/experience, attempt to resolve conflicts with supervisor, peers and/or subordinates, and participate in career planning programs.

2. Changes the meaning of a stressful environment without necessarily changing the stressors themselves: This is known as cognitive restructuring off 'self-talk'. People can make a situation less threatening by cognitively reappraising it. Making comparisons (favourable of course) with others' conditions, focusing on the positive features of the situation, or changing work or

life priorities to be more consistent with the situation in which they find themselves. As an example, a plateaued manager who places a greater emphasis on community service than on further vertical mobility illustrates.

3. The third form of coping attempts to manage the strain symptoms themselves. Relaxation techniques such as mediation or biofeedback, diaphragmatic breathing, yoga, physical exercise, and recreation can effectively reduce such physical strains as elevated pulse rate and blood pressure. Proper time management and journaling can help the individual to stay ahead of daily pressures. Finally, proper nutrition and regular prayer have been found to calm both mind and body.

Especially, today the prevailing situation in Sri Lanka is facing trouble with economic, political, social, technological, and legal issues. Post-covid-19, experiencing remote working, tight government regulations, unbearable tax policies, corrupted political situation, fuel crisis, and issues relating to international trade are important among them. Due to this situation, the supply chain of the country has been destroyed. These external factors directly affect the business society in our country. Hence both employers and employees are facing unbelievable problems. Employers are fighting to survive in the business world and continue their businesses today. In spite of this, employees are competing to fulfil the hierarchy of their needs and wants. Due to these unexpected circumstances, human resource managers are facing trouble managing employees in their organizations productively. They are tackling to perform both expectations of employees' point of view and organizations' point of view. Certainly, this situation causes stress among the people who are in organizational settings

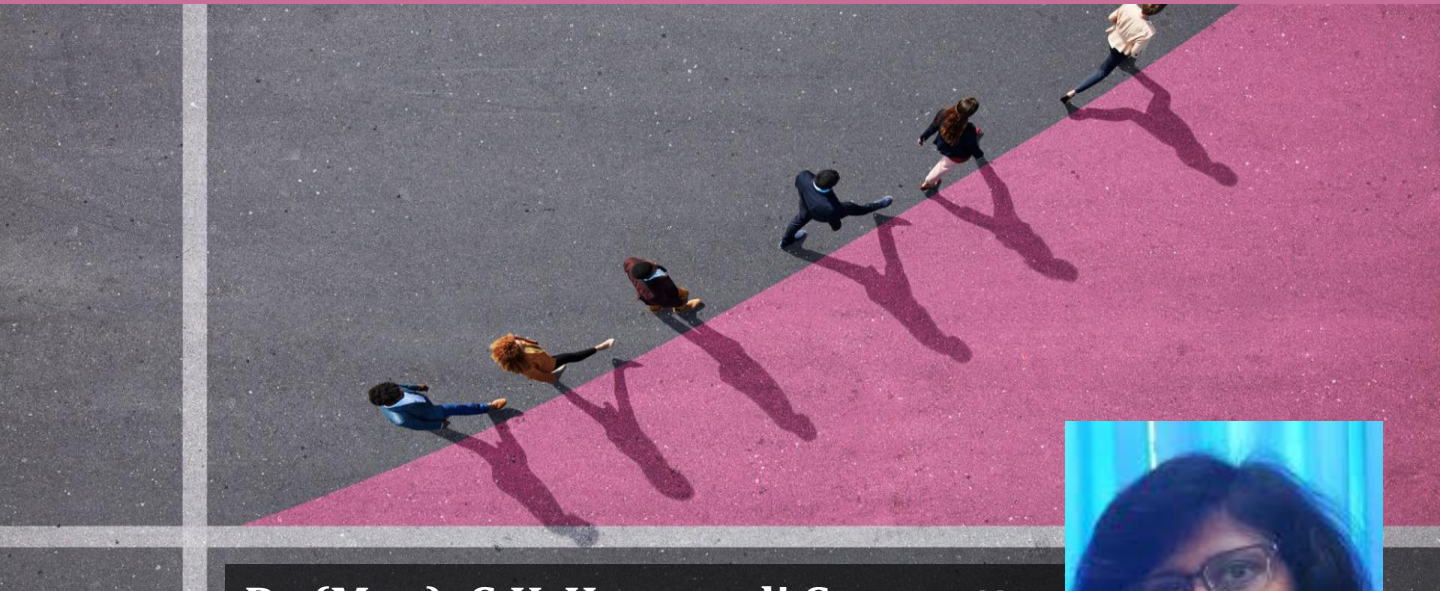
Hence, to cope with this stressful situation, it is important to take effective actions in organizations. This not only benefits promoting employee promotions but also enhances the scope for the team and organizational development. Actually, it is an essential requirement of HR managers to “diagnose, treat, and rehabilitate” employees who experience stress at the workplace.

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DISCIPLINE IS KEY TO SUCCESS....



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In recent times, most spheres of society have suffered from discipline problems. Deteriorating student discipline is one of the most common among them. We all know that students are the future assets of the country. If discipline deteriorates from school students or from university students, what will be the future of our country? Therefore, maintaining discipline and decency is necessary for the development of the individual as well as the development of the country.

What is discipline? This term is interpreted differently by different authors. As defined by Amoah, Owusu-Mensah, Laryea, and Gyamera (2015), discipline is readiness or ability to respect authority and observe conventional or established laws of the society or any other organization.

There should be proper discipline, proper order and method in doing any work. Discipline includes adhering to the relevant rules and regulations while doing any work or activity. Disciplined people control their behavior by doing the things that should be done and avoiding the ones that should not be done. Instead of taking decisions according to the thoughts that come to mind, person should understand what should be done and what should not be done logically and intelligently. Well-behaviour is also all about the discipline of a person.

Discipline can be identified in two main ways as external and internal. External discipline is an external imposition of restrictions and restraints on a person, backed by some sanctions (Amoah et al., 2015).

Positive sanctions like reward and negative sanctions like punishment are some techniques used to regulate person's behavior compliance with organizational rules or social norms. For example, punishments for violating the organization's rules and procedures are aimed at preventing their recurrence. It is one method of establishing discipline in an organization. On the other hand, internal discipline or self-discipline is self-directed and self-imposed. Self-discipline is broadly explained as conscious control that is oriented towards successful outcomes by overcoming obstacles or impediments (Zimmerman & Kitsantas, 2014). External discipline is helpful to achieve self-discipline which is a more advanced level of discipline (Amoah et al., 2015). Self-discipline is quite a difficult thing to achieve because it requires fighting with one's own self in making the right choice.

Discipline is a necessary condition for normal life in society. Even in a society of extremely diverse people, things can be done without conflict when there are customs, rituals or sets of rules to be followed in performing various tasks. It is because of discipline that people are able to behave in an orderly manner. Where there is no discipline there can only be chaos. The main reason for the chaos and conflicts in many parts of today's society is the decline of discipline. The well-being of a society is simply based on discipline. This is why discipline is given priority in formal education. Education is incomplete without learning discipline. 'Vidya Dhadhati Vinayang' is an ancient famous proverb. It says that discipline comes from science or learning. The student who learns properly develops qualities like learning, understanding, knowledge, wisdom, how-to live-in society, discipline, etc. It is therefore clear that discipline and correct learning are inextricably linked.

The teachings of Lord Buddha is combined with discipline. The fundamental teachings of the Buddhism is known as the "*Dhamma-Vinaya*" often called as the doctrine and the discipline respectively when translating these two terms into English (Ratthamedho, 2021). Vinaya means the collection of rules and rituals prescribed by the Buddha for the practical guidance of the Buddhist Order. The whole Buddhist doctrine attained stability through Vinaya (Discipline) because the Vinaya (discipline) facilitate the application of the doctrine into practice (Ratthamedho, 2021). Basically, Buddhist teaching emphasize right conduct of body, speech, and mind which is known in Sinhala as "*Thun Dora Sanwara Karaganeema*" is a way of disciplining oneself.

Discipline is very important in the lives of students, especially self-discipline. Self-discipline, which can be explained as delaying short-term gratification in order to enjoy greater rewards in the long-term, is the essential prerequisite for success (De Ridder & Gillebaart, 2017). Self-discipline teaches students to concentrate and motivate themselves in their studies. It helps to manage the work in a planned manner, study well in advance and complete their assignments on time. Hence, it prevents students from becoming depressed and stressed out. Discipline helps students divide time wisely between study/work, leisure and entertainment. Disciplined students know what is good and what is bad for them, when to do a particular task, and when to avoid them. They do study, play, eat, sleep and wake up well on time. Hence discipline encourages students to be healthy, active and dynamic. Disciplined students have better self-control. They are very careful with what they say and do, and avoid silly conflicts, which allow them to build good relationships with others. They get a lot of respect in the society.

Disciplined students work hard because discipline prevents laziness and procrastination. Researchers have also acknowledged that self-discipline as a factor of academic performance (Zimmerman & Kitsantas, 2014). According to American entrepreneur and motivational speaker Jim Rohn, "Discipline is the bridge between goals and achievement."

The importance of discipline in one's life cannot be overstated. Discipline in life brings many virtues including life satisfaction and well-being (De Ridder & Gillebaart, 2017). According to Lord Buddha, disciplined mind brings happiness. It is through discipline that a person is able to respect others, apologize and admit fault. Discipline helps people to showcase their attitude and represent their character and thinking. Discipline helps us to train our minds and body enabling us to focus on our goals and regulate our emotions. It is the discipline that creates habits. Habits make routines, and routines make who you are every day. Hence, daily disciplines are important in building our character. In other words, the character is molded through discipline.

Disciplined behavior is very important for society at both individual and collective levels. The survival of any social organization, starting from the smallest organization of society, depends on discipline. Proper discipline in the organization is important to maintain good employee-employee relations, minimize conflicts among employees, maintain the image of the organization and to create desired employee performance. Where there is no discipline, there is no order and institutions and societies become chaotic. Discipline helps to address individual problems and to develop a society that is both peaceful and respectful. Being disciplined leads to personal success and

social development. Discipline is a skill that can be trained. The more you work on your discipline the stronger it becomes. Therefore, it is important to inculcate disciplined behavior to act as a good citizen, leading to both individual and societal success.

Be disciplined, Develop habits, and Watch them work for you!

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NEED OF COUNSELLING

NEED SOMEONE
TO TALK TO?



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University is a universal place. The student population consists of students from all over the country belonging to different ethnic groups, religions and social classes. Accordingly, there are certain differences in students' lives at the university. Some may suffer from fear, loneliness and anxiety; some may lose self-confidence, motivation and happiness. Some other common problems students face in universities are managing the changes in the living environment, difficulties in making important life decisions, fear of language skills, traumatic experiences including assault and abuse exam fear, presentation fear, general stress and anxiety, depression, homesickness and loneliness, difficulties related to relationships, food habits mismatch, parental separation and loss of loved ones, low self-esteem and lack of self-confidence, suicidal thoughts, problems in addiction to alcohol and drugs, issues related to sex and sexuality, self-injury, anger management, worries about appearance. All these reasons can be identified in three major categories such as individual demographics, and academic and environmental factors that might influence the mental imbalance of the students.

Wejeseekara (2022) has identified several reasons for requiring counselling for university students through the study of the mental health of undergraduates from the University of Ruhuna. The findings reveal that only 8% of the students are already diagnosed with a psychiatric illness by a psychiatrist. 87% of the students who were diagnosed with a psychiatric illness have been diagnosed during the degree program. It shows that most of the students face mental problems during their life in the university which needs to be addressed by the student counsellors.

These illnesses includes Generalized Anxiety Disorder (GAD- having fear/worry or distressing thoughts about everyday life that interfere with daily living), Dissociative Disorder (DD- a psychiatric illness which a person is disconnected from his thoughts, feelings, memories or sense of identity), Social Anxiety Disorder (SAD)/Social phobia- fear of being watched or judged by others), depression (the mental state of having low mood, reduced energy, and loss of interest), Eating Disorder (ED- having restrictive eating or compulsive eating or irregular or inflexible eating patterns, Obsessive Compulsive Disorder (OCD- psychiatric illness when a person has uncontrollable, reoccurring thoughts and behaviors that are repeated), Post-Traumatic Stress Disorder (PTSD- a mental condition such as memory flashbacks, nightmares or severe anxiety which can occur as a result of an experience of a past traumatic event and psychosis (a mental state of being detached from reality which the person can experience hallucinations, delusions characterized by agitation and sleep deprivation).

Different behaviours of students are the outcome of the mental illness of students from which they face during their university life. Sometimes students may know that they need counselling some might not. Anyone who has new challenges as a student could benefit from talking to someone. Challenges such as friend, family or relationship issues, low mood or losing interest in things you enjoy, stress or anxiety about your work or anything else. To address these issues within the university, counselling is a valuable resource that benefits student well-being, including academic performance and retention. Counselling in general is a process through which a counsellor or a therapist helps a client understand the cause of their problems and guides them through helping to make good life decisions. Counselling at universities can be two-fold one is academic counselling and the other is personal counselling. A number of university students experiencing mental health concerns, become stressed, mentally imbalanced and unstable due to social and economic problems due to a lack of life experiences, and adapting to unfamiliar environments.

The University of Ruhuna has expanded student counselling services throughout all the faculties from which many students facilitate their service. Students can reach any of the student counsellors in their respective faculty and have assistance to solve their problems confidentially. Doors are open for each student counsellor to listen to students.



FLY LIKE AN EAGLE!



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Imagine a country without proper leadership, what are the thoughts come to your mind? The exact answer should be without proper leadership there is nothing accurately. Moreover, if there is someone who is a leader, but his/ her actions and behaviours do not focus on the right direction always the results should not be favorable.

Not only a country but also any entity of society needs someone who can drive their subordinates towards goals and objectives. Without proper leadership there is nothing. Leadership can be defined as “the art of influencing people to attain group objectives willingly” (Livingstone et al., 2015). Leaders always help those who are doing poorly to do well and do well to do even better. To be a successful leader need to constantly encourage subordinates to perform their best, motivate them to give their maximum, stand with them at their worst, appreciate the sacrifices made during their actions, be grateful for every positive effort subordinate made and finally assist them towards the goals.

Do you think being a good leader is an easy task? A leader can influence their subordinates towards positive outcomes as well as negative ones that might bring negative results to the entities. It depends on the qualities or characteristics of a leader. Therefore, every entity looking for leaders who can transform, drive or lead their entities towards per specified objectives of their entities. In any field of the world of work, this might be applicable. However, the question is what are the best qualities or characteristics that build or create a good leader? There are so many answers to this, and scholars explain this from different perspectives. In this article, the author tries to explain the best qualities that need to be a good leader from an eagle with the comparison of birds.

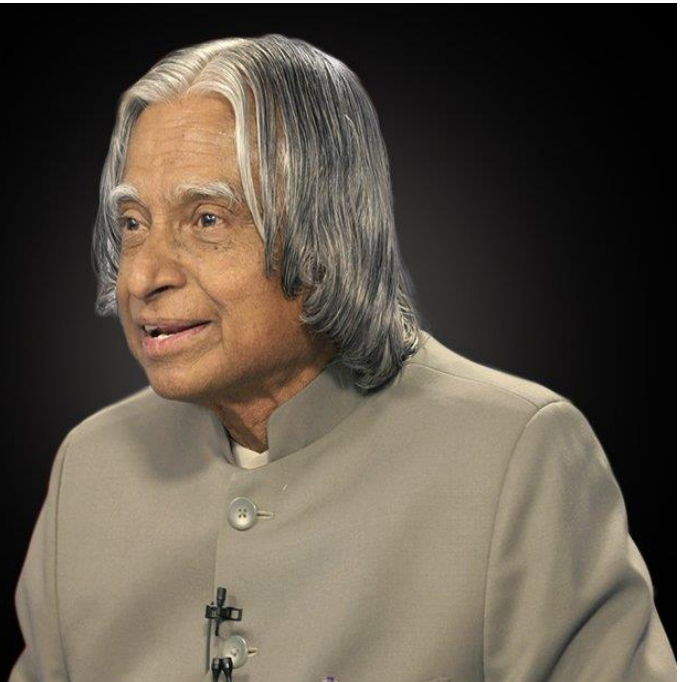
“The eagle’s head will be turned from side to side while the body remains still to see what is happening below, around, and above it. We can see how keenly focused their eyes are searching for their prey even if it is flying nearby. Eagles possess excellent eyesight. Their eyes are constructed specifically for clarity and concentration at a distance which means they have big focus vision”.

Eagles are known for their ferocity and viciousness. The most amazing thing about the eagle is it can raise its offspring. Recent researchers found that eagles are more caring about their younger ones. "When the mother eagle realizes, the moment has come to teach the child eagle to fly, she scoops them on her back and flies high by extending her wings.

She swoops out from beneath and lets them fall. It progressively learns what its wings are for as it falls till the mother catches it again. The procedure is then repeated. If the youngers are slow to learn or timid, the mother brings them back to the nest and continues the same procedure until their child eagles learn to fly. True leaders are not directors. They grow alongside their people. They work hard to help their subordinates to reach their greatest potential. They teach and lead in the same way as the eagle mother does. True leaders stop challenging but never cease empowering and instructing.

All birds find shelter during
a rain. But eagle avoids rain
by flying above the clouds.
Problems are common,
but **attitude makes
the difference.**

— *Abdul Kalam*



Eagles fly with only eagles to high altitudes and stay away from other birds. As a leader, you have this is applicable and you must stay away from close-minded people who try to bring you down. Make a powerful vision that is very attentive and focused on where you wanted to be and go for it and does not deviate. Make yourself strong for the challengers and try to see new opportunities and exploit them fearlessly. By building yourself as a good leader don't evoke to push your team or subordinates towards the right. Teach your youngers to fly in the high at the storm. That is what great leaders are supposed to do!

To be a successful leader you must have a clear vision that can guide or leads your subordinates towards goals. A tremendous, big-focus vision always produces big results. “An eagle will never surrender to the size or strength of its prey. It will always give the fight to win its feed or regain its territory and is always willing to battle for its feed or to retake its territory.” To be a successful leader, it is essential to build yourself like a fearless eagle and face any circumstance occurred in your tenure. Fears are the barriers that make your way become harder and as a leader, you need to learn how to avoid fears and go straightforward with your subordinates.

Eagles are tenacious. “When a storm threatens an eagle stretches its powerful wings and uses the current to soar to greater heights while other birds flee the storm in terror. The eagle makes use of the precise storm that smaller birds avoid and moves to safety”. As a future leader, you may have to face unexcepted or different types of challenges and circumstances. Sometimes you may have to take risks. If you wanted to be a successful leader you may have to face them. Without reaching new heights and enduring storms like an eagle and head-on obstacles rather than avoiding there is no success.

“An eagle can fly up to a height of 10,000 feet, yet they can also land quickly. You will never see another bird at 10,000 feet. They fly and make less noise waiting for opportunities to strike their next prey or glide with the current of the storm”. Great leaders are problem solvers, and they never complain about others. They are always waiting for the right time, taking the challenge and finding opportunities within and exploiting them. As a leader, you must build your attitude like an eagle. Waiting for the right time is not a delay. You can win the competition easy when must act at the right time in the right way.

An eagle never eats dead meat. To put it another way, an eagle does not scavenge. “They exclusively eat the meat of the creature it kills. Eagles eat raw and fresh meat”. A genuine leader spends time with individuals who are lively and open-minded. You must surround yourself with individuals who can think positively, who can make educated judgments and behave properly. These kinds of people are always vivacious and dynamic and positively affect social change. To be a successful leader you have to take the right people closer and take sidestep negative people who will become threats to your way. Don’t waste your time on superfluous people and go forward. One day you will win the world and, on that day, don’t remember the ones who helped in your journey.

Eagles are full of life and vision, but they also take time to reflect on their lives and re-energize themselves. This occurs around the age of 30. “When eagles reach the age of 30, their physical body condition deteriorates rapidly, making it impossible for them to live. What’s fascinating is that the eagle never stops living; instead, it escapes to a hilltop and undergoes a five-month transformation. It bangs its beak on a rock, then plucks off its talons and feathers. Each stage results in the regeneration of the lost bodily parts, allowing the eagle to live for another 30 to 40 years”. In your journey as a leader, some points allow you to look back and assess the progress and failures, Rethink the positive and negative experiences had in the past and turn them into learning points. Great leaders constantly “check and balance” their personal and professional life and strive to learn new things every day and it drives them towards the success of their leadership.

HUMAN RESOURCES IN A MARKETING ROLE? INTERESTING!



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The former CEO of McDonald's once said, if every asset we own, every building, and every piece of equipment were destroyed in a terrible natural disaster, we would be able to borrow all the money to replace it very quickly because of the value of our brand... Before the widespread adoption of branding as a business practice, brands were little associated with the sale of retail goods, however branding evolved in different phases with the growth of different media platforms like magazines, radio, and social media. (Bastos & Levy, 2012). Among them, employer and personal branding have added a new color to the exquisiteness of branding.

Did you search about the corporate before accepting a job offer? Then that's you being curious whether this is the best place to work, and you are now scrolling down through the Employer Branding spots of the particular company.

Employer branding has become an important addition to an HR practitioner's toolkit. It crosses numerous traditional HR specialties and transforms them into an umbrella program that gives previously unconnected rules and practices a shape. When reading the literature on employer branding, it becomes apparent that the idea entails a very clear integration of the marketing and HR professions. According to Martin, et al., (2005) employer branding was first discussed by marketing academics, and after some delay, this built interest from HR academics. Because it became something they could not ignore anymore. So, what is employer branding? Whereas product branding evaluates how it is represented to customers among other competitive products, Employer branding focus on attracting skilled potential employees and giving a pleasant experience to current employees. Employer branding suggests the differentiation of a firm's characteristics as an employer from those of its competitors, the employment brand highlights the unique aspects of the firm's employment offerings or environment. (Backhaus & Tikoo, 2004).

Employer brand affects the recruitment of new employees, retention and engagement of current employees, and the overall perception of the organization in the market. The reputation of an employer creates and exists in the minds of candidates and employees, and it is shaped by their thoughts and impressions. The potential employees tend to look at the features of the company such as reputation, company culture, brand perception, pay systems, and diversity of the company before they take on the position. Moreover, attracting the best candidates as a recruiter while competing with a range of other exceptional organizations is not easy. Unlike 10-15 years ago, when new generations consider a place to work, they give high priority to the organizational culture and the working schedules. This is why organizations implement recruitment marketing strategies to showcase the values of their culture through the existing employees and through social media platforms.

Creating value propositions for the existing employees and communicating them to the crowd is equally important for a branding strategy to be victorious. Among the 'Great Place to Work' statistics in 2022, they have listed the companies of DHL Express, Hilton, and Cisco as the top 3 world's best workplaces while the most perceived employers among the potential employees are Apple, Amazon, and Microsoft. (Fortune, 2022).



Google's employer branding strategy is one of the most famous in the world. The business is renowned for its outstanding treatment of employees and its expertise in developing a compelling employee value proposition. The company receives about 3 million resumes annually, but only 7,000 of them are chosen to become new hires. Given that a corporation goes above and beyond to win the title of employer of the year, it makes perfect sense. The many advantages like campus-style workspace, quick leaders, and other factors all play a part in how Google recruits' top personnel. (Fortune, 2022).

The corporates also groom fresher's by organizing activities like guest lectures, panel discussions, sponsoring events in universities, participating in career fairs, and introducing industrial technical support as a social responsibility as well as a method of recruitment marketing to set their brand name engraved in undergraduate's mindset who will be their potential employees.

Have you ever googled your name? The pop-up result is your effort in Personal Branding.

Personal Branding on the other hand is an individualistic concept. Simply put it is how you promote yourself. (Geyser, 2022). A personal brand is often confused with the reputation. The first impression, relationships with co-workers, and supervisors, and your communication style often contributes to the personal brand as a whole. Personal branding is much more intentional. (Monarth, 2022). The legendary personal brands are 'Mahinda Rajapaksa', In the global context 'Mark Zuckerberg'. Despite having positive or negative thoughts about these brands, the fact that people know who they are is the point here. Those names are brands. The way they communicate, dress, and their relationships, all of those matter in building a brand.

Just like how corporates work on their brand as an employer, they'd like to hire a skillful candidate with a good rapport and reputation. LinkedIn gives the audience a good chance to brand their self. Just like any branding strategy, the secret of personal branding is the underlying consistency.

In the early days, workforces of corporate thought being skillful, performance, education, efforts, and strong work ethics will stand them out. But they were often disappointed when it comes to the promotions and praises. Because all the credit was taken by someone else just because the skilled employees were lacking in the area of communicating and escalating the hard work to senior management. Neither silence nor being boastful is an option now. Employees have to push a keen mind game to make others aware of the projects they pull off. This is also a mandatory skill personnel have to master.

When employees want to land a good job or a promotion, they should clearly define what values they will be bringing to the table and how they are different from others. This will certainly put candidates in a good position.

To talk about one of well-known personal brands, Elon Musk the co-founder of Tesla, rocket producer SpaceX and the Boring Company, is famous despite the fact that he is only a co-founder of all these companies. But he is the big brain behind the product designing, engineering, and global manufacturing of the company's electric vehicles, battery products, and solar energy products of Tesla. As well as him getting listed on the billionaire's list, the public was also interested in his personal life, affairs, and whatnot made him stand out among others.

In fact, it's not easy to maintain a brand as well. All brands should live up to their word. Gen Zers expect employers will deliver the promised values while organizations expect candidates will carry out just as they performed in the interview. This is where the adverse selection in recruitment arises due to the asymmetric problem. Exaggeration and fake promises never work in this digitalized arena, moment the promises are broken, nevertheless, that is a person or a corporation, it will end up in google trends, reviews, or endorsements on LinkedIn. Thus, building an authentic and genuine status is the key.

Bridge a brand for yourself, you'll shine among thousand stars!



ARTICLES FROM UNDERGRADUATES





A gender stereotype is a generalized view or preconception about attributes or characteristics, or the roles that are or ought to be possessed by, or performed by, women and men. (Human Rights, 2022). According to the same source, a gender stereotype is harmful when it limits women's and men's capacity to develop their personal abilities, pursue their professional careers and/or make choices about their lives. When said, gender equality undeniably rings a bell about damsels in distress. Equal opportunities, equal pay, equal authority and so forth. Nonetheless, distressed dudes are unheard of and unmentioned..

Imagine a world where everyone judged you for who you are, how you look, and how you act. It is not something you need to imagine because it is how the world is today, you get judged for everything you do. That is called stereotyping, and judging people for who they are should not be allowed. What if everyone chose to pick you out of everyone in the world and started picking out these flaws you cannot control, and then being placed in a category that you cannot choose and being left in that category for the rest of your life? Does that feeling make you feel as if you are not good enough to be who you are? It does, does it not, and that's how people feel every day. But it does not have to be like that, we can make a change, and we do not have to stereotype everyone in the world. Stereotyping is wrong, and people should not stereotype other people, stereotyping is almost as if you are judging yourself.

Everyone, even men, is impacted by gender inequity. Stereotypes or "rules" about how men and women, girls and boys, and other people should behave start when we are young and persist into adulthood. Unevenness is not felt in the same manner by everyone. For those who experience multiple forms of prejudice, the situation is harsher and frequently different. People's perceptions of the differences between male and female traits are known as gender stereotypes. Stereotypes' content varies across cultures and across time. These expectations frequently relate to the cultural roles that the genders play.

Traditional stereotypes are difficult for many men to live up to. They feel pressure to be a 'real man, to be physically and emotionally strong, and be the main income earner. Many workplaces don't offer men extended parental leave or flexible hours. Men are more likely to drink too much, take unhealthy risks and engage in violence. They are less likely to seek professional help or talk about their problems with friends or family. Men are more likely to commit suicide. (BBC, 2019).

Gender norms and expectations for boys' and men's roles go beyond parenthood in many cultural contexts, and they can exert significant influence on the maintenance of preexisting behaviours. Gendered social norms are standards of conduct that people adhere to because they believe that others do so and that doing so is expected of them. Because of these conventions, males may be afraid to deviate from traditional notions of masculinity for fear of being rejected by their peers. Unspoken cultural impediments to gender parity can be found and removed through understanding the motivations and behaviours of boys and men.

Yet here we stand, indecisively hesitating in every task of life. What my prying aunt would think, will my dad be furious, or will I be the subject of malicious gossip about some scandalous event? Contemplating every second, about every single action.

As an undergraduate who is a male myself, I've seen how society has built an ideal human being and expects each one of us to follow his trail or else be called an outcast, a rebel, or a disgrace but surely not a man with free intentions. Which is destroying the ability to act at one's discretion. On that note, let's hear some of the stereotypes that we come across in life. Early Years. Girls should play with dolls and boys should play with trucks. Boys liking should be fixed at blue and green; girls toward red and pink. During Youth Girls should be well-behaved; boys are expected to act out, Boys should engage in sports and refrain from more creative pursuits; Girls should be thin and beautiful to make them appealing to men; As Adults, Women with children are less devoted to their jobs, Women who appear less feminine or are lesbians. Men who are not aggressive and/or assertive are unmanly and likely gay, Same-sex couples cannot make good parents, and A transgender or gender-non-confirming person is profoundly wrong gender roles and stereotypes are engrained in a child's mind from a tremendously young age and accordingly enforced to square with society's expectations. Since maturity grows with acceptance of diversity and change.

It is our prime duty to hold hands on building a more inclusive and accepting society. Hence, The world cannot define any of us. We stand independently and far more unique than anyone.

Isuranga Ayesh
4000 level

පිපෙනිනට වෙර දරන මල් කැකුළු.....

දුප්පත්කම ආලෝකය වසා පැමිණි

අඳුරු වලාපටලයක් වැනිය

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Saduni Deheragoda

3000 level

She continued walking

A walk along a path To a destination unknown
Without knowing the flowers And even the thrones She was
walking along a path
Where feet kiss grass
Bathing the rays filtered through greens She wanted to run
along She wanted a slow walk
And yes sometimes to sit under a shade
Sometimes to lay and sleep
She was smiling she was sobbing She was planning
Still continued walking
Someday she wanted a group To talk throughout the walk
About the things deep down there Hidden under the grass
of her heart And someday she wanted to sing and dance
Shout and yell and continue her walk
Someday she just wanted one felt sole To walk in parallel to
walk behind Sometimes to lead the way
Also, there were days that She wanted is just to walk alone
Yet every other day She was walking along a path
Where the destination unknown With plans hidden under
the grass of her heart
Someday with joys and others in tears
Still knowing the destination is unknown

Hansani Liyanage

4000 level

WORK LIFE BALANCE



All workers have two different lives in their daily life. One is work life and the other one is family life. They should balance those two lives. It is not a simple task. Trying to balance more various and intricate work and family is a more stressful task, mainly because it causes role strain and spillover. Role strain happens when the responsibilities of one role interfere with your ability to fulfil the other roles in your life. Spillover occurs when the conditions and relationships in one area of your life impact you in another area. Because of this, balancing the two lives is arduous. But balancing and handling these two lives is a big achievement in a worker's life. It is most beneficial in every worker's life. After balancing work life and family life correctly, the rest of the tasks are can complete easily. After that, workers can live their whole life better with confidence.

Balancing work life and personal family life is a very very complex task according to the assumptions of several people in society.

But we can follow some tips to balance those two lives properly.

Women workers and men workers have different kinds of family responsibilities. So,

both parties have different types of tips to balance work life and family life.

Female workers

Consider that a lady is completing her higher education and searching for a job. Before their marriage, it is not too difficult to balance their work life and family life. Because they don't have much more family responsibilities rather than work responsibilities. So, they can highly focus on work responsibilities and smoothly balance family life with work life

After getting married ladies to have more family responsibilities than before. So, it is difficult to balance family life and work life. The lady has to take care of their babies and husband, and they have to complete their needs and wants. So, before going to work and after the back home they have to work at home also. It is not an easy task to complete all the tasks of the job and family. Sometimes ladies can be suffered from bad health conditions. It is more stressful. To avoid this, they can follow the below things:

- Defining your job goals and personal goal separately. And work accordingly. If you want to get promotions, you can highly focus on the job, and if don't perform the job at the same level and spend more time with family rather than working hard for the job.
- The next important thing is maintaining good health conditions. It is compulsory to perform the task well. If a lady has good health, it is not hard to balance work and family life well.
- Communicating the needs and wants with the employer and other related people who are in the job environment and communicating with family members as well. Through this, they can get kind and support from others to have proper balance.
- Focus on the deadline of work and family tasks and perform accordingly. They should plan and order the tasks according to the deadline. So, they don't need to hurry. Through that, they can decrease some stress levels and can have relaxed work.
- As well as women can appoint a person to complete their family tasks during working time. So, workers don't need to have a family workload and they can smoothly work in the organization, and they can have fun with their family members after working time.

Through the above instruction, a lady worker can balance work life and family life and can live a happy life with more many successors.

Male workers

The balancing problem is not only for women but also for men. They also face some difficulties to balance their two lives. When they become a dad, they have to look after their family and work differently. So, they can reduce their stress and can balance their work and family life by below instructions.

- By avoiding drug uses they can reduce the stress in the house and workplace. To balance work and family life they should avoid drugs to perform the tasks well with a clear mindset.
- Schedule the job and family works properly. They can work according to their schedule without stress.
- Explain to their children the importance of working and ask them to support their work life as well.
- Men can have mentors to guide them in their work.
- Always having a positive mindset about family and work life. If they keep negative mindset tasks will be automatically difficult and can't achieve a balance between family and work life.

Finally, we can say that balancing work life and family life is the predominant thing in every worker's life.

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Sanduni Deheragoda

3000 level



HRM IN THE DIGITAL AGE



Social, mobile, analytics, and cloud technologies are used to transform HR services and procedures into digital ones. It aims to enhance both employee satisfaction and business performance. Its objectives include enhancing an organization's success and enhancing employee engagement and retention. The technological process of turning analogue HR information into digital HR information for automated processing is known as the digitization of HRM. The socio-technical process of utilizing digitization's potential for operational and/or strategic HRM goals is referred to as the digitalization of HRM. With the help of digital HR, HR can, among other things, leverage data and analytics, future-proof hiring, enhance

the employee experience, provide self-service tools to staff members, and remain competitive in a job market that is mostly candidate driven. For a successful firm's digital transformation, there are several reliable Human Resources (HR) tech products available. Modern HR solutions are a priceless tool for accelerating corporate operations, lowering risk, and reducing manual labour. The top HR software solutions can assist organizations significantly to enhance business operations as the firm gets ready for digital transformation and the future of work. This will systematically raise compliance, morale, and staff metrics at the place of business by utilizing well-liked solutions. The availability of so many well-

liked options might make it challenging to know where to start. Continue reading to find more about the crucial HR tools for a successful corporate digital transformation to get you started for the digital revolution of the company.

In order to convert Traditional Human Resource Management systems to Digital Human Resources Management systems, technology is the base. Digital technology is changing HR in the same way that it has revolutionized people's daily lives. The organization utilizes digitalize to handle various HR functions such as employee staffing, training, development, and workforce planning as well as HR operations.

Employee recruitment /Future-proofing their hiring - A streamlined digital experience, data-driven preselecting, and a customized onboarding program powered by Artificial Intelligence. The automated recruitment system used by some organizations has improved the hiring procedure. They outline the recruiting checklist and the papers that the candidates should bring to a recruitment interview via email and information-gathering programs to improve the hiring process. In actuality, this will shorten and lower the cost of the hiring process. They mainly do their recruitment process through websites.

Employee Training- In order to increase employee engagement and job happiness, firms can provide blended training experiences to their workforce in order to increase employee engagement, job happiness, and retention. Companies provide their staff with online training due to digitization. To assure the effectiveness of their training program, they can also plan, monitor, and measure the results online.

Use data analysis and information- HR is beginning to see the benefit that data analytics can bring to the

company. as a result of digitalization, motivation and better, training and development, and attractiveness. Every phase of the employee lifecycle may be measured with the use of HR technology.

Employee performance evaluations- Big data in digitalization about an employee's status and qualifications are more significant in today's market since it aids the human resources department in accurately assessing an employee's skills and productivity, which has a direct impact on an organization's productivity. Therefore, companies used a database to analyze employee data. Data and analysis results are crucial for measuring both qualitative and quantitative human resource performance. Instead of using physical files, they use a shared drive system connected to all departments. The system linked all departments. It is more valuable for measuring productivity and evaluating HR performance.

Employee attendance- With HRM becoming digitization, the company uses employee ID scanners to track employee attendance. It will be more effective than utilizing outdated attendance check methods

like manual record keeping and fingerprint scanners. *Payroll System* - When the company becomes digitization into HR, manages its payroll procedures using a standalone system. Additionally, no one wants to change it to an HR information system. (HIS) The HIS also effortlessly interacts with the accounting module and the attendance tracking system. Therefore, the necessity for manual reconciliation is removed, which minimizes the possibility of human errors and the resulting problems with legal and financial compliance.

*Employee Self-Service-*The organization also aims to enhance the employee experience, but it concentrates on the HR side of things. Employees want to be able to manage their HR data in the same way that they desire to have flexibility in how and when they handle their professional emails and responsibilities. The Employee Self-Service system is used by some digitization organizations. Employee Self-Service (ESS) is a useful tool for handling the issue of employers finding it challenging to keep employee-related data current.

Giving employees access to their personal information (such as their profile, time off, benefits, or payroll) can cut down on the amount of time HR personnel spend on tedious administrative work.

Employee feedback- When the digitalization of HR, There are now many methods available that companies use to monitor employee feedback constantly and determine how closely it relates to the organization. Employee satisfaction will increase if employers pay attention to their employees' opinions.

Organizations may benefit from using digital HR in a variety of ways. Here are a few examples:

- Making HR self-service and other procedures more user-friendly will help give a better employee experience to job applicants and

employees, which will increase engagement and retention.

- HR may make sure that staff members really use tools by using design thinking throughout Smart communication technology installations. Design thinking may assist HR executives and professionals in making rapid course corrections if these are not working.
- By utilizing analytics to ascertain what is and is not in line with HR strategy, digital HR may enhance HR procedures.
- It is possible to combine redundant systems, such as the HR and learning systems, into a single gateway.

In order to swiftly change course when a particular approach fails, digital HR

leverages data and analytics to track progress at every stage of the employee life cycle, from hiring through learning and development to retention and offboarding. With tools like pulse surveys, it makes minimal use of technology to promote a focus on agile transformation. Digital HR makes the most of social media by using it for social media recruiting and, where suitable, integrating it into learning initiatives. Additionally, it embraces the consumerization of HR and reimagines HR self-service for employees as a really user-friendly experience. Digital HR encompasses more than simply technology HR transformation. Because adopting a strategic approach to HR is one of the most significant aims of digital HR.

Ruwini Thalukshi Patabendi
3000 level



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Neranja Kalpani Lokuliyana
3000 level

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T.H.N. Peiris

2000 level

WHO WANTS TO BE AN EXPERT PROFESSIONAL IN THE HR FIELD?

Do you adore working with humans? Do you like to listen to them? & Are you the type of character who loves encouraging others and considering ways to make their career life or existence easier? If you have on preference for this Human Resources Management area, you should find out your path by getting in touch with the degree level, diploma level or any other professional qualification regarding HRM. Many areas of employee recruiting, employment, training, benefits, and dispute resolution are handled by human resources. Depending on the size of the organization, HR may be one person or a separate department with several employees. Because most businesses cannot function without people, HR is critical in ensuring that those employees have full access to all of their benefits, understand the corporate regulations, and understand how to accomplish their duties. The first and biggest thing that comes to mind is how HR can assist firms in conducting smooth interviews. Finding and engaging with prospects, as well as continuing the interview process, requires patience and understanding. HR specialists do it very well and efficiently. And the most important element is to choose the proper individual who will help the organization. Managing a team is not an easy responsibility,

and it can quickly become overwhelming. In such instances, HR is critical since it deals with all employees inside the firm. HRs and the HR department are in charge of the organization's finances, legal and regulatory compliance, and storing all relevant employee data using HR tools, among other things. They bear in mind that there is no inconsistency everywhere, and the systems are open to everybody. This is done so that everyone may contact HR with their questions and obtain the answers they need on time. If company staff are dissatisfied, your engagement initiatives will be futile. There might be a variety of reasons affecting satisfaction levels. And it is up to the HR department to get to the bottom of the problem so that appropriate countermeasures may be implemented. When HR discovers why people are dissatisfied with their jobs, they may take it up with higher-ups and provide the required changes. After that, the HR staff may work on it to assist employees to increase their levels of happiness and help the firm keep them for a longer length of time. Not only managing employee performance, training and development, conflict resolution and many more things of the organization done by the HR department.



To do an HR job it is essential to have a clear knowledge of HR and HR functions. Because without proper knowledge it is difficult to work in the HR department. Compared to other resources handling human resources is not an easy task. Therefore, it is essential to have knowledge and understanding of HR, before starting an HR career.

Being knowledgeable is not enough to perform an HR job. There are specific skills that are required to perform HR jobs. Teamwork is a major skill that needs to perform an HR job. HR professionals, like most other vocations, must be excellent team players. Working well with your coworkers and supporting one another in the day-to-day operations of the department is critical to its success. Working successfully as a team also improves workplace morale and happiness. The next one is problem-solving skills. HR workers are likely to meet numerous challenging circumstances during their careers; consequently, being a skilled problem solver comes in useful to cope with these as they happen. Furthermore, having strong problem-solving abilities can help you become noticed, which means greater prospects for advancement. Confidentiality also needs to be performed in HR jobs. An HR professional's responsibility includes providing private, unbiased counsel to an organization's personnel as well as handling sensitive information effectively. As a result, maintaining anonymity is critical, especially when developing trustworthiness. Another essential talent for HR workers is adaptability. Unexpected events (such as a resignation) might disrupt an HR professional's regular schedule. HR team members must be adaptive in their approach in order to respond to or even forecast changes. As with most occupations, being

able to exhibit leadership qualities can help you advance. Having leadership abilities demonstrates your capacity to take charge and responsibility for your work and the work of others, which may lead to additional possibilities for promotions or salary raises. Human resource is a people-oriented function. HR specialists who are in charge of managing an organization's employees must be skilled communicators. HR workers must be able to communicate clearly and effectively with their colleagues in order to resolve disputes and preserve business standards.

Knowledge and skills are two main things that are required to perform an HR job. However, if some have these two but don't have positive attitudes, then it is difficult to perform an HR job. Favourable positive attitudes are one of the main factors that need to develop when someone is expected to enter the HR field.

Individuals who have fluent knowledge about HR, skills that are highlighted and favourable attitudes can perform better in the field of HR. We cannot gain all of these at one time. But we can develop ourselves day by day and it will make us perform HR jobs in a positive manner. As mentioned before, to be an expert professional in the HR field, you have to make a completely excellent choice for being an expert. And make sure the HR field is the most beautiful field to work in, in very grateful and very applicable for all companies in now & future.

STOP wishing. It's time to START!!!!

Shanika Udayangani
2000 level



SAPPHIRE

Sapphire The way she wanted you to be
called ""The girl with blue eyes"
4D ultrasound scan Never captured
embryo's eyes Still she believed it will Glare
as blue sky
She stooped into mine "Ahhh the blue eyes,
Dada she will get your colour right?
But Oh!!!! will she get grey as mine?" Then
those grey eyes beamed "No, girls getting
their Dads' eyes,right!" But one fine day at
anatomy scan They told that she's having a
"anencephaly" Which stops the growth of
her brain She will never survive When she's
out of womb
My darling ! She didn't utter a word there
But on our way in tears she murmured "Joe
isn't it ok for her to born What people must
have is the heart, not brain" But both us
knew that You will never be alive atleast a
day when you arrive
On the day You are out At the very first time
she got you in her hands She just grabbed
you Looked deep into those blue eyes
Whispered in tears "SAPPIRE, Dada loves
you than I"

Hansani Liyanage

4000 level



Lankan society due to the foreign interventions that happened on different occasions, noble people who work harder for the good of others than themselves, in the countryside or in the cities, looking out for each other, suffering in the suffering of others, helping others, are still alive today. What is the meaning of humanity, since ancient times, Sri Lanka has claimed a social heritage full of human virtues. Although humanity gradually disappeared from the Sri "Humanity is the fire that warms every society". With these words, Federal president Alexander Van der Bellen reminds us how important humanity is to society. But today, there are so many crimes happening that it is impossible to imagine if even the world of humanity existed in Sri Lanka. Not one person, but countless people are killed on the roadside today. Some mothers wait until their children are born to dump them somewhere. Grandfather and father abuse their daughters. What happened to humanity in this country? In today's society, humanity is nailed to the mini-petty and buried.

As humans advance as a human race into the future, the true essence of humanity is slowly being corrupted. It is essential to remember that there should be no personal gain of any kind such as fame, money or power behind the action of humanity. But in today's society, individuals and institutions seek the name of humanity and keep their reputation and name in front of them. They fulfil their needs by looking for helpless people and finding a solution for them. Where is humanity there?

Humanity is concerned not only with humans but also with humans but also with the environment and every living being, We must all come together to show true humanity and help other people, animals and our environment to heal and thrive.

As technology and capitalism are evolving rapidly in this situation, we all need to spread humanity wherever possible when we start mastering humanity.

This is a time to teach the lesson to humanity more than ever. It is a time to think about oneself, one's duty and responsibility more than ever.

"You must not lose faith in humanity. Humanity is an ocean if a few drops of the ocean are dirty, the ocean does not become dirty".

- Mahatma Gandhi-

Udara Gamlath
2000 level

When we put some colors on the sea, is the whole sea become colored? It is simple; No, it is not. Then is it same as the humanity?

So, what is this Humanity? Simply humanity is caring for others without expecting anything but ensuring weal to the universe. Humanity is one of the main characteristics that identify human beings instead of animals. Also, humanity is a value of kindness and compassion toward other beings. Honesty, integrity, courage, self-awareness and wholeheartedness are normally considered the fundamental characteristics of humanity that define who we are as human beings. All humans have humanity. It is an inherent character of all humans. But it is varying from person to person. While someone will be full of humanity, another person can live with a lower level of humanity. Yet there is no specific measurement for measuring humanity.

However, humanity is more important for the well-being of society. Without humanity, it is hard to understand others' feelings, identify others' problems and help others. If there is a loss of humanity it will lead to a rise in inhumanity, which is called savagery, brutality or brutishness that gives the same meaning. In the present inhumanity is prevailing in our society

rather than humanity. Forced breeding, forced feeding, confinement of animals in unhealthy conditions and animal abuse are some common methods of inhumanity. It will be done physically as well as mentally. By all means, inhumanity is not good. Because the sole meaning of life is to serve humanity.

When examining 'workplace humanity', it is a very topical topic in the last decades. Every workplace consists of employees. Without employees cannot run any business smoothly. There should be some number of employees also, in an automated factory or workplace. Employees are the only living resource of a workplace that difficult to predict their behaviour and their feelings easily. So it is hard to ensure humanity in workplaces hundred presently among all levels of employees. Different employees come from different cultures and families. Hence their norms, values and beliefs are varying. If there is humanity in the workplace, employees feel comfortable when expressing their ideas, doubts, fears and questions to superiors as same as with their colleagues. HR

managers can reinforce humanity by developing a strengths mindset, promoting positivity, focusing on belonging practices, creating mindfulness programs and by helping employees to identify their personal core values.

Humanity is greater than status. The sustainability of our world is depending on humanity. Today we are enjoying and learning our lives because of our past humanistic generation. They save many things for us. Finally, the undoubting truth is that 'the future of the world relies on humanity.' So we should spread humanity. Family is the key responsible party for that. We should direct all the family members for doing the right thing in good faith. We should care for others all the time when they want help. It is our responsibility. Because being a human is a given, keeping our humanity is a choice.

A.D. Weerakkody
2000 level

Be the reason someone smiles. Be the reason someone feels loved and believes in the goodness in people.

Roy T. Bennett

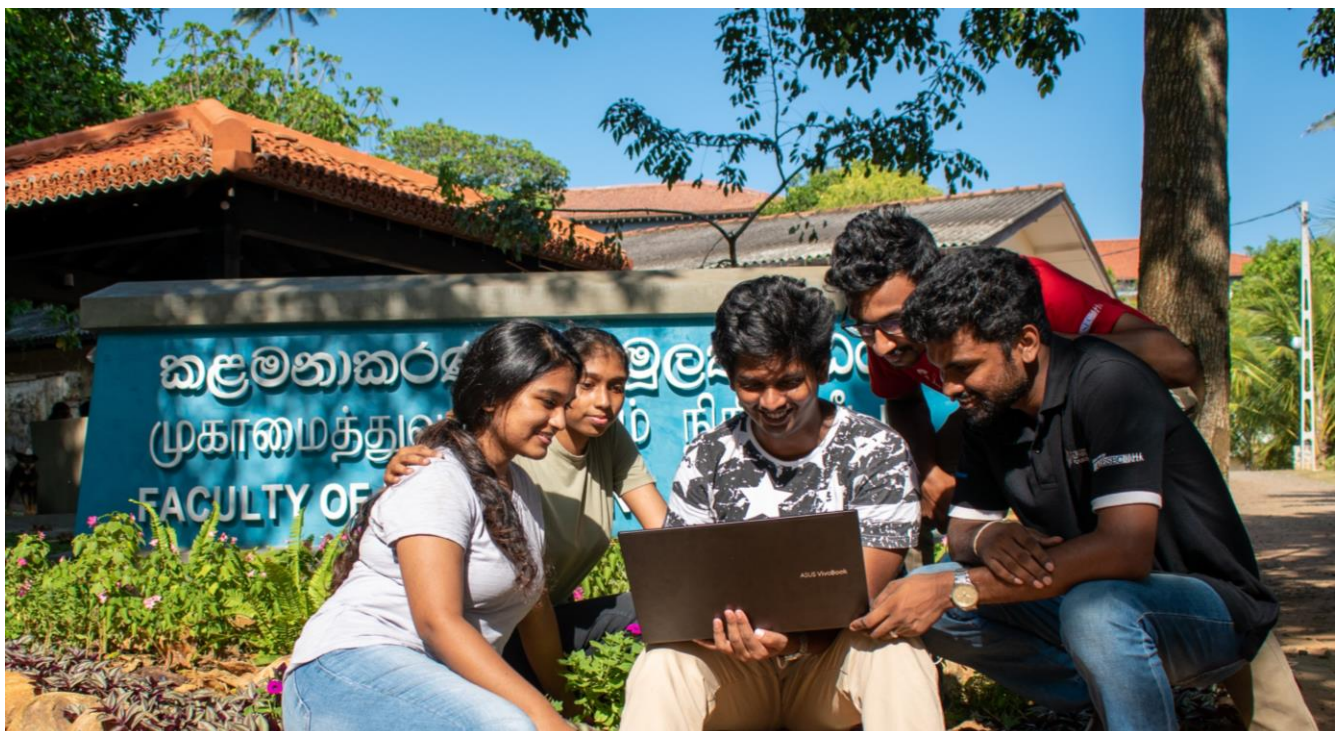
Every person living in the world has some role on this earth. We have to work together with various challenges, people and groups until we successfully complete the task and finish the life cycle. But in the society, I see today, how many people will die prematurely without being able to bear the hardships of life. Is it not our fault? The time has come to think. Does another person have enough time to listen to the grievances of colleagues in an organization or job? The world is complicated. Man has become a machine chasing

money. Acting like a robot without feelings. Humanity is born out of us. It is through us that humanity deteriorates. When dealing with a group, how many people are tempted to applaud the progress and success of others from the heart? When they are brought up in life, when they are progressing, they insult their close friend, to the point of discouraging them or mentally. Humanity has fallen today.

This should be corrected. It is necessary to heat iron. This is how we should create

people in our society. Likewise, it is our responsibility to develop humanity in society. It is easy through employment agencies. From the high-ranking official to the ordinary petty employee, human virtues such as treating them equally, helping them to move forward, and respecting them should be developed. We must join hands to maximize humanity in a world that is deteriorating day by day.

W.M.K. Sanduni
2000 level



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Neranja kalpani
3000 level





Hope ...

Rainy or the sunny days...

With that child like hope...

I saw you out the food store...

No money...

No power...

Just a hope...

May the killing word...

Or the lovely words...

It is really wonderful ...

To see your patient ...

Gratitude...

For all those hands...

That feed you ...

Quaint love ...

Ever I saw...

It is you ...my dearest...

Street doggy boy...

Uma Gunasekara

1000 level

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W. Ridmi Chathurangi
3000 level

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M.L.S.M.M. Liyanage

1000 level



FUTURE TRENDS IN HRM

The business environment is too dynamic. It changes from time to time. A successful organization should react to changes in the environment. Otherwise, they cannot ensure survival in the marketplace. In any organization, human resources are the main important asset. There are several upcoming trends in HRM. By following those trends any company can effectively manage their workforce. In this article expected to explain the **upcoming trends in HRM**.

1. Human Resource Information System (HRIS)

Today we are in the knowledge era. Everything becomes computerized. Therefore, technology can strongly influence business operations. HRIS is one of the trends that come under technology. HRIS means a computer system that use to manage the Human Resource Management functions in the organization. It supported the manager in taking their decisions in a short period of time, supports day-to-day HR decisions, as well as gains a competitive advantage. HRIS can use operate many HR functions such as Recruitment and selection, HR planning, Attendance and absence management, Attendance & absence management, Performance management etc.

Dual career couple

A dual-career couple means both husbands and wives are working together. Today this situation has increased and become normal. People select their life partner based on their level of education and their job. Therefore, this is one of the biggest trends that comes under growing human resource management. Followings are the positive impacts of the dual-career couples on any organization.

Enhance the employees' efficiency

When both husband-and-wife work at the same time they manage their family life also. Then they can spend their work life as well as personal life more effectively. Because both parties help each other. Then they have effective communication and feel equality. Therefore, they can increase their quality of the life and minimize family matters.

Satisfy with work life

When both partners are working, they can earn more. Therefore, they can fulfil their basic needs as well as other needs together. As a result, they can enhance the standard of living. When they fulfil their all needs, they satisfy with the job and the organization.

Higher commitment

One of the important benefits of dual-career couples is the highest commitment of their valued employees. To encourage employees of the organizations, they offer family-friendly policies to their employees. Therefore, employees feel they are very valuable parties to the organization, and they provide their maximum contribution and commitment towards achieving the organization's goals

2. Health and Safety Trends of workplace

Health and safety is a term that commonly covers the legal requirements that fall under the health and safety at work Act. The term health and safety is describing occupational health and safety and relate to the get rid of accidents and health problems for employees and those who may be affected while doing their work.

We cannot simply underestimate the importance of health and safety practices in the workplace. As well as rules provided by the law, it is the responsibility of the good employer to make the workplace accident-free place to work.

Since health and safety are important to each organization and based on its ability to affect the workplace productivity as well as the well beings of the employees who are engaging with their jobs and also based on the legal requirement related to the safety and health practices most organizations have started to give their priority for enhancing the safety and health side of their organizations and they also try to find new ways to develop safety practices in their organizations. As a result of it, we can see improving safety and health practices become a trend today in the competitive business world and in this part of this report we can identify some major trends in safety and health practices in now a day and their impact on Human Resource practices of the organization. We can identify the following trends as the new trends related to Health and Safety practices in the workplace.

- Smart Safety
- Cyber Security
- Ongoing and Up-to-Date Retraining

Smart Safety

Smart safety is the new health and safety trend that is related to smart technology. This smart technology rapidly changing the way that people are living and working. It can also impact change in the way that people see their own personal health against health standards. Many organizations are using this smart technology as a way to encourage their employees to mind their health and safety while they are engaging with their work.

This smart safety means updating the personal protection equipment that employees already wear on the job to the smart version. Using these smart versions to enhance the health and safety of the employees, they can track their heart rate as well as monitor their blood alcohol levels during their work, using these smart safety devices. These kinds of smart devices can help employees to improve their health and safety.

Cyber Security

When we consider the term safety, it is not about physical safety in the workplace, it also includes cyber safety as well. Sometimes employees' details can be stolen by 3rd parties by cyber-attack. This kind of situation is not good for the privacy and safety of the employees of the organization, so proving cyber security has become the trend in modern health and safety practices in organizations.

Ongoing and Up-to-Date Retraining

When organization employees are completely up to date on the latest equipment, technology as well as latest techniques, they are less likely to become injured during engaging their work activities and those employees who have informed up-to-date information are more likely to engage with their job and have good performance. Therefore, provide conducting ongoing training programs about the latest safety and health practice has become a trend in the modern business world.

3. International Recruitment and Hiring

Because of the globalization, businesses can recruit and hire employees from all other countries around the world. This is particularly important to small organizations which may not be able to employ more than a few employees so they can fill their available job positions with the people who have the best talent, even if that talent doesn't available in their local labour market. The Human Resource trend of international recruitment and hiring is mainly focused on taking diversity to the business and it recognizes that employees from foreign countries may be able to provide unique service in customer service, marketing and sales and also among other areas of the organization.

4. Professional Development

Professional development is about providing organization employees with opportunities for personal growth outside the daily routine of the organization. If we take the example, an organization can send their employees to training programs to enhance their IT skills for use in global social media campaigns, or customer service providers in the organization might be sent to language courses to improve their ability to communicate with their foreign customers. These kinds of professional development programs can keep organizational employees motivated and feeling rewarded, and use the new skills learned by them for the success of the organization.

5. Knowledge Workforce

As a result of globalization, all countries of the world can deal very closely. Therefore, knowledge transfers between these countries at a higher level. As well as most organizations try to send their employees to other countries' training programs and obtain new knowledge to strengthen the knowledge workforce in their organizations. Establishing a knowledge workforce is become very easier because of globalization. Providing that kind of opportunity for the employees in the organization, both employer and employees can have a number of benefits. Organizations can have a satisfied and up-to-date informed as well as knowledge workforce and it caused to reduce organizational turnover and employee complaints about their growth opportunities. Also, organizations can recruit skilled and talented workforce because of trends arising from globalization.

Ishara Perera and Jessica Perera
4000 level



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W.M.K Sanduni

2000 level



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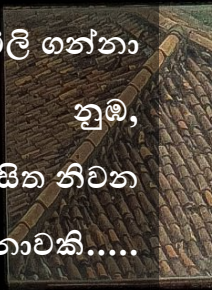
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Sanduni Deheragoda

3000 level



WOMEN MANAGERS AND THEIR BARRIERS TO UPWARD MOBILITY IN HIERARCHY

Like other Asian countries, in Sri Lanka, there was a lack of female leadership in the first half of the twentieth century, but today it is increasing rapidly. One of the most significant social changes in the last century is women's participation in the paid workforce. Then there is considerable progress has been obtained by women in the management and administration of higher levels of the industry has increased due to their increased mobility into the occupations and career ladder. However, there is a lack of women managers as a percentage of senior management roles in Sri Lanka and their contribution to the decision-making process is also low. Personnel economists point to the concept of the glass ceiling as the main reason for this.

This glass ceiling is an invisible barrier for women to go to higher positions. The glass ceiling means that a qualified person aspiring to advance in the organizational hierarchy is often forced to stop at a lower level due to factors such as racism and sexism. Another interpretation is vertical discrimination against women in many institutions. According to the glass ceiling concept, a woman can move up to a certain distance in her career ladder without any obstacles, but after reaching a certain level, it becomes difficult for her to move forward in her career ladder without any obstacles. In here, obstacles to women for their upward mobility include barriers in their personal lives, problems in balancing work and personal life, discrimination, and conscious and unconscious practices and attitudes that prevent qualified women from reaching top management positions with knowledge and experience. Through the glass-of-ceiling model developed by Elacqua et al, we can identify two factors that mainly affect this. According to him, the two parts of **Interpersonal Factors** and **Situational Factors** have an impact on this. According to him, certain interpersonal relationships can influence the way women and their male associates are treated differently in the company. Concepts such as,

1. Mentorship
2. The existence of an informal network of senior managers
3. Friendly relationships with company decision-makers

are related to career development. This study clearly shows that the lack of mentors at a higher-level institution is detrimental to a woman's career advancement, as mentoring is indeed an important source of information. Relationships are very important for members of an organization to exchange valuable strategic information such as new positions, ongoing projects, and management decisions. As this study shows, women are assigned positions with very low and low levels of responsibility, and through this, they have limited opportunities to form relationships with high-ranking people and develop social networks. Male managers may not be seen to be treated equally and therefore have limited access to women in such networks. Establishing friendly relations with the company's decision-makers is the next valuable aspect of interpersonal factors. People often try to maintain friendships with people of the same gender who have similar experiences, so female managers can often face difficulties. In fact, rather than overcoming the structural barriers for a senior woman to do something, women buy glass ceilings for their success. Attribution of talent if a woman breaks this glass ceiling, she can then very easily reach the next steps in her career ladder.

Elacqua et al.'s model is twofold regarding situational factors. That is,

- 1.the existence of objective criteria for established procedures within the company
- 2.the number of women managers in management positions



long enough to be considered serious candidates for advancement to higher levels. Compared to their male counterparts, female line managers' promotion criteria are stricter and more closely tied to work performance. Women are especially accepting of and sensitive to being promoted based on performance. If female managers already hold a managerial position and participate in the development of their company, one will think that she would be a serious candidate for promotion. However, women experienced this in practice less than men. The main reason for this is that many countries in the world discriminate between men and women, and the idea of the corporate culture regarding gender also affects this.

However, to date, women have increased in reaching top management roles. The reasons for this can be attributed to women's level of education, self-confidence, and the fact that women are considered higher today than in the past. In the past, a woman was the one who does the housework and took care of the children, but today she has been given a higher recognition by society. Thus, if a woman gets good support from her family, husband, children, and parents, and if she has good education, experience, knowledge, and skills, then she will be able to break through this invisible barrier called the Glass Ceiling very easily and move forward.

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Chethana Amandi and Nilanka Madushan

4000 level

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Chamod Kalana

1000 level



FITTING ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCES

HR professionals are engaged with number of tasks for utilizing human resources to achieve organizational goals and objectives. Today, the role of HR professionals tends to be underestimated due to the emergence of the concept called Artificial Intelligence (AI). Certainly, the business environment is changing day by day. Organizations tend to adapt to the trends emerging in the environment. The existence of organizations is highly influenced by their immediate responses to environmental changes.

Artificial Intelligence has become the talk of the day. By now, there is a huge growth in adopting artificial intelligence across business industries. The majority of organizations have identified investments in artificial intelligence (AI) as a wise decision for the unbeatable competition that exists among businesses. AI is considered the most vital tool for the progression within the industry. Especially, AI is characterized by efficiency, transparency, and perfection.

AI in the workplace refers to simulating human intelligence by computers or machines controlled by computers. Those machines may refer to laptops, cell phones, or robotics. The combination of hardware components with software delivers artificial intelligence.

Specific software programs provide directions to simulate human capabilities and intelligence by the hardware components or machines.

There are multiple ways of utilizing AI in the workplaces of today's organizations. Successful adaptation of AI enables boosting the accuracy, effectiveness, and relevancy of HR processes. The impact of artificial intelligence on major HR functions such as recruitment, onboarding, training and development, rewards and recognition, administration, and decision-making can be widely discussed.

Recruitment is the very first process among HR functions and it involves finding and attracting suitably qualified employees for a job vacancy that exists within the organization. Past experiences and past data clearly show the number of man-hours required to complete the process of recruitment. Accordingly, it requires more than 100 man-hours to end up the recruitment process and it depends on the size of the organization and based on several factors. The use of AI in recruitment directly reduces the man-hours required to perform the tasks related to recruitment.

Accordingly, it requires more than 100 man-hours to end up the recruitment process and it depends on the size of the organization and based on several factors. The use of AI in recruitment directly reduces the man-hours required to perform the tasks related to recruitment. The use of AI in recruitment leads to automating several tasks such as screening out potential employees, scanning and choosing resumes, interview scheduling, comparing the candidates' profile with job requirements, providing answers to basic questions asked by the applicants, assessing candidates' competencies, etc. Therefore, AI can reduce the huge number of man-hours required since it automates a number of tasks.

Onboarding is the process of introducing the workplace to newly hired employees. It is an extremely monotonous and tedious process. It becomes more complex for large organizations since they hire large groups frequently. AI supports the HR team to automate the onboarding process. Probably, document verification, conducting the induction program, conducting initial meeting sessions, creating ID cards, providing access to the company's ERP system, and requesting devices are automated due to artificial intelligence.

Most organizations have given their priority to upgrading and developing employee knowledge, and skills as it helps to compete with the changing world. The impact of AI on training and development can be discussed in several ways. Creating customized training and development programs for employees, offering different training modules by identifying the skill gap that exists among employees, and introducing new projects to employees who have already completed the available courses are some of the tasks that have been undertaken by AI.

Rewards and recognition encourage employees and attempt to improve employee engagement. Engaged employees tend to be more productive. AI involves automating the tasks related to providing awards and recognition processes. Typically, employee nominations for rewards also can be done easily with the help of AI. Additionally, the use of AI makes the process more transparent and eliminates biases.

There are lots of administrative tasks associated especially at the entry-level. These tasks are monotonous and boring to perform continuously. Therefore, AI has taken over some of the administrative tasks such as updating the database of employee details, managing and keeping employee documents, entering data, updating the terms and conditions of employment, checking for legal compliances, etc.

Artificial Intelligence tools cannot take over the entire decision-making process. Even though AI has the ability to provide the required information for the decision-making process. Furthermore, conducting surveys, gathering feedback, and analyzing employee productivity levels, engagement levels, performance levels, and the areas that need to be improved are some of the tasks enhanced through artificial intelligence.

With time, artificial intelligence going to be established in the organization from time to time. Technology is changing over time rapidly and organizations should establish an AI framework that can be easily changed according to requirements. The use of artificial intelligence leads to getting rid of monotonous HR jobs and makes it easier to analyze vast data to make decisions and so on.

Chamodhi Kavirangi
4000 level



RESEARCH AND PUBLICATIONS OF THE ACADEMIC STAFF

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT



Galhena, B. L., & Kumanayake, P. N. (2022)

Determinants of Career Indecision among Management Undergraduates in Sri Lanka

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Continues intention of using zoom for e-learning; Empirical evidence from management undergraduates in university of Ruhuna, Sri Lanka

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Chandradasa A.H.I., Galhena B.I., (2022)

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17th International Research Conference on Management and Finance, University of Colombo, Sri Lanka

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Develop emotionally intelligent undergraduates towards pro social behavior for promoting resilience of the society

1st International Conference of Management and Entrepreneurship, Open University of Sri Lanka



Chandradasa A.H.I., Galhena B.I., (2021)

Undergraduate's satisfaction of using zoom for e-learning

12th International Conference on Business and Information, University of Kelaniya, Sri Lanka

Chandradasa A.H.I., Galhena B.I., (2022)

Influence of emotional Intelligence on undergraduates' pro social behavior

19th Academic Sessions, University of Ruhuna, Sri Lanka





ALUMNI TRIUMPHS



MR B.G. THANUJITH PRASANGA

Deputy General Manager- Lanka Sugar Company (Pvt) Limited

Mr B.G. Thanujith Prasanga is a proud product of the University of Ruhuna who graduated with a Bachelor of Business Administration specializing in Human Resources Management in 2006 while being attached to the –Management & Finance/Management. She also obtained her Master's Degree in Business Management from the University of Ruhuna in 2020. Along with academics he participated in the activities of the Students' Union of the Faculty and also worked for the “Kala Parshadaya”.

He began his career path at Lanka Sugar Company (Pvt.) Limited - Pelwatte Unit as a Management Trainee from 01. 09. 2006 to 31. 08. 2007 and served as an assistant manager and Acting Human Resource Manager, Human Resource Manager. He got promoted to the position of Deputy General Manager and served in Pelwatta Unit and Seveanagala Unit. He is currently serving in the position of Deputy General Manager at the Head Office of Lanka Sugar Company (Pvt) Limited.

His message to the current students is I graduated with a Bachelor's and Master's Degrees from the University of Ruhuna, and it was a great opportunity for me throughout my career journey to become a manager position in the Lanka Sugar Company (Pvt.) Limited. The students who are selected for the Human Resources Department at the University of Ruhuna are very lucky since they have received a great opportunity to be a leader in the Human Resources Management sector. I wish you all the best in graduating from the University of Ruhuna to serve our Motherland.



MR DARSHIKA DE SILVA

Star Garments (Pvt) Ltd as an HR & Admin Manager

Mr Darshika De Silva graduated from the University of Ruhuna in 2008. He is a proud product of the Department of Human Resource Management, University of Ruhuna. While he was an undergraduate, he was actively participating in several activities while performing duties as a Secretary of the Faculty of Management & Finance department council, member of the Adventure & Nature Care club, Project Leader of the Adventure & Nature Care club, Treasure of Art Forum and being a member of the Student Union.

Also, he has obtained a Post Graduate Diploma in HRM from the University of Colombo, a Diploma in Psychology & Counselling and currently reading for a Master of HRM at the University of Colombo. He started her career in 2008 as an HR Trainee in Brandix Apparel Solutions at Kahawatta. Also, in the same year joined Brandix as an HR Assistant and served till 2010 in the position. In 2011 she got a promotion to Executive at Brandix. In 2013 she joined Jo Lanka Group in Galle as a manager, then in 2015 joined Triple Safety (Pvt) Ltd as an HR & Admin Manager to serve 7 years and she currently works at Star Garments (Pvt) Ltd as an HR & Admin Manager.

His message for the current undergraduates is If you want to achieve success in life, you should have courage and determination in Yourself .take up opportunities coming your way and overcome difficulties. Always believe in yourself. You have the ability to do any kind of work whether it is easy or difficult. Never give up, it might be hard today, but tomorrow will be better Study hard for a better tomorrow.



MR THARANGA MADUSANKA

Senior Human Resources Executive- Durdans Hospital, Colombo 03

Mr. Tharanga Madusanka Ranaweera graduated with a Bachelor of Business Administration degree specializing in Human Resource Management from the University of Ruhuna in 2018. When he was an undergraduate, he served as the Junior Treasurer of the Circle of Human Resource Development. He is currently reading for MBA in HRM at the University of Sri Jayewardenepura.

He began his career as an intern at Brandix Essentials in Koggala in 2018 March. And then he acquired his first permanent position as the Executive Credit at LB finance and he is currently serving at Durdans Hospital, Colombo 03 in the scope of Senior Human Resources Executive.

His message for the current undergraduates is 'Your hard work will never go in vain! Be diligent towards your dreams and you will reach there soon enough! Challenge yourself to do better each time and to improve yourself with each step. Your goals will be met if you put out your best effort.'



MS HIRANTHI POTHUPITIYA

Executive - in HR & Administration- Hirdaramani Group

Ms Hiranthi Pothupitiya graduated from the University of Ruhuna in the year 2017 specializing in Human Resource Management. She has achieved First Class honours and the award of Deshamanya Dr.Nihal Jinasena Memorial Gold Medal for The Best Performance in HRM in 2017 from the University of Ruhuna and she was able to publish her research on “Determinants of work-family conflict encountered by female married employees” in the International Conference on Management & Economics, 2017.

Other than academics during her undergraduate period, she represented the University of Ruhuna in the Sri-Lanka Novices Championship 2015 conducted by the Sri Lankan Weightlifting Federation and won 3rd place in the category of 58 Kg, represented the faculty of management in Inter-Faculty Games - Weightlifting Competition 2015 at University of Ruhuna and won the 3rd place in the category of 53 Kg, participated in Elle Tournament in the Batch Meet Games at the University of Ruhuna in 2015 and won the 1st place, performed duties as the secretary of Human Resource Development (HRD) Study Circle at University of Ruhuna and also an active member of Career Guidance Unit.

She started her career path as an Intern in HR & Administration at Hirdaramani Group in 2017 and currently she works as an Executive - in HR & Administration at the same company. She also completed several other professional qualifications like Diploma in Counselling & Psychotherapy at The Institute of Psychological Studies to gain knowledge in particular functions. She is also a Certified Internal Trainer for Employee well-being & Leadership.

Her message to the undergraduates is to be an energetic & curious learners in life to obtain a comprehensive mix of knowledge, skills and competencies while accepting challenges. As students in a leading academic institution in Sri Lanka try to develop soft skills and life skills potential through the academic & extra-curricular activities available at the University which are a great bunch of opportunities to aid in climbing your future career ladder successfully.





STUDENT COMMITMENTS



- Incoming Global Volunteer manager in term 21.22, AIESEC UNIVERSITY OF RUHUNA
- People Management coordinator in term 21.22, AIESEC UNIVERSITY OF RUHUNA
- Event manager in term 22.23, AIESEC UNIVERSITY OF RUHUNA
- Organizing committee vice-president in event and platform- Youth space1.0 project, AIESEC UNIVERSITY OF RUHUNA
- Organizing committee vice-president in finance- Project SAP, AIESEC UNIVERSITY OF RUHUNA
- Organizing committee vice-president in Delegates project "Cultura", AIESEC UNIVERSITY OF RUHUNA.
- International Club Relations Director Leo club of university of Ruhuna 2022

MS. CHATHURIKA DILHANI



- Leadership Board - Platform Head - Rotaract Club of University of Ruhuna 2021/2022
- Board of Directors (Execative Board) - Club service Director - Rotaract Club of University of Ruhuna 2022/2023
- Former Platform Head Rotaract Club of University of Ruhuna - 2021/2022
- Club service Director of Rotaract Club of university of Ruhuna - 2022/2023

MS. A.P.R.T. PATABENDI



- Orator 2022 - Faculty Level Winner
- Inter Faculty Dancing Competition 2022 - Faculty level winner
- Treasure - Leo Club of University of Ruhuna.
- Executive Committee Member (Dancing) - Aesthetic Association, Faculty of Management and Finance.

MS. C.A. VIDANAPATHIRANA



- AIESEC in Ruhuna-R&D manager for Incoming global volunteer 2021
- AIESEC in Ruhuna-Product manager for Finance 2021
- AIESEC in Ruhuna- Organizing Committee Vice President ER for Prestige 2022
- AIESEC in Ruhuna-Account Manager for Partnership Development 2022

MS. S.M.D.S. BANDARA



- Senior Director of Leo club of University of Ruhuna
- Officer of Ruhuna Youth Club with the Career Guidance Unit of University of Ruhuna
- The Most Outstanding Leo member of the Leo club of university of Ruhuna Millennium - Issued by Leo District 306 A1

MR. I.G.N.M. WIJERATHNE



- OGTA team leader in AIESEC UNIVERSITY OF RUHUNA
- Member of the Rotaract club of Ruhuna
- Member of Rotaract club Ruhuna dynamic blu musical team

MS. S.M.B.DEVAPRIYA



- Coordinator of People Management Team in term 21.22
- Winter OCPV of iconic project, AIESEC UNIVERSITY OF RUHUNA

MS. A.S.DV SENA VIRATHNA

EVENT CALENDAR



OUTBOUND TRAINING - 2022

'Outbound Training - 2022' was an action and activity-based behavioural training intervention for students' leadership and personality development based on the experiential learning methodology of learning through fun and experience. The session was organized by the Department of Human Resource Management in collaboration with the Career Guidance Unit and held on 16 th & 17 th of June 2022 from 6.30 am to 9.30 pm on the university premises. The session was opened for the final year undergraduates in the Department of Human Resources Management. The program was streamlined with adventure and challenging Team Activities where students had to go through obstacles and work together as a team to overcome challenges and learn from their experiences, feelings and reflection. The main focus of the Outbound Training approach was to impart learning on organizational needs such as Leadership, Strategic Thinking, Conflict Management, Team Building and Effective Communication.



DR R. M. RATNAYAKA'S FELICITATION CEREMONY

Retired Senior Lecturer Dr R. M. Ratnayaka's s felicitation ceremony was held on 24th January 2022 from 11.00 am to 1.00 pm at MFLT 02 lecture theatre, Faculty of Management and Finance, University of Ruhuna. Vice Chancellor and Deputy Vice Chancellor of the University of Ruhuna, The Dean, Heads of the Departments and Lecturers of the Faculty of Management and Finance graced the occasion. Dr R.M. Ratnayaka's felicitation volume was launched in this ceremony. Farewell ceremony was organized by the Department of Human Resource Management, Faculty of Management and Finance, University of Ruhuna. On behalf of the entire university community, we would like to thank Dr R.M. Ratnayaka for his service to the university over three decades.



DR R. M. RATNAYAKA'S FELICITATION CEREMONY

HR Audit

in an
organizational context

27th July 2022
3.00 pm




Mrs. Chryshanthi Lokuhetty
Chief Manager Human Resources
Sampath Bank PLC

To give practical exposure to how to conduct HR audits effectively, the Department of Human Resource Management organized a guest lecture on “HR Audit in an organizational context” under the HRM 41433- Strategic HRM subject. The guest lecture was held on 27 th July 2022 from 3.00 pm to 5.00 pm via Zoom and the target audience is HRM-specialized 4000-level, undergraduates. The session was conducted by Mrs Chryshanthi Lokuhetty, Chief Manager, Human Resources, Sampath Bank PLC.



EME

Department of Human Resource Management
Faculty of Management and Finance
University of Ruhuna

“SARASABHIWANDANA”

By aiming to give a psychologically refreshing experience to undergraduates as they move away from online education into a new beginning and for identifying students' talents and bringing them to move forward, the Circle of Human Resource Development organized the “Sarasabhiwandana” Posen devotional songs program. To mark Posen Poya 2022, “Sarasabhiwandana” was held on 21st June 2022 from 3.00 pm to 5.00 pm at the Faculty of Management Finance lecture theatre 4. In this program, by representing every batch of the Faculty of Management and Finance student groups performed and shared cultural and spiritual experiences with all by remembering the merits of the Lord of Buddha religiously.



INAUGURATION CEREMONY OF THE COMMUNICATION SKILLS DEVELOPMENT PROGRAM

By aiming to develop undergraduates' communication and public speaking skills Department of Human Resource Management initiated a Communication Skills development program for 3000-level Human Resource Management specialized undergraduates by collaborating with American Corner-Matara. This is a 10-week program fully funded by American Corner- Matara. The inauguration ceremony of this program was held on 21st September 2022 at 3.30 pm via ZOOM. As the chief guest, Prof. P.A.P. Samantha Kumara, The Dean, the Faculty of Management and Finance, University of Ruhuna graced the occasion.

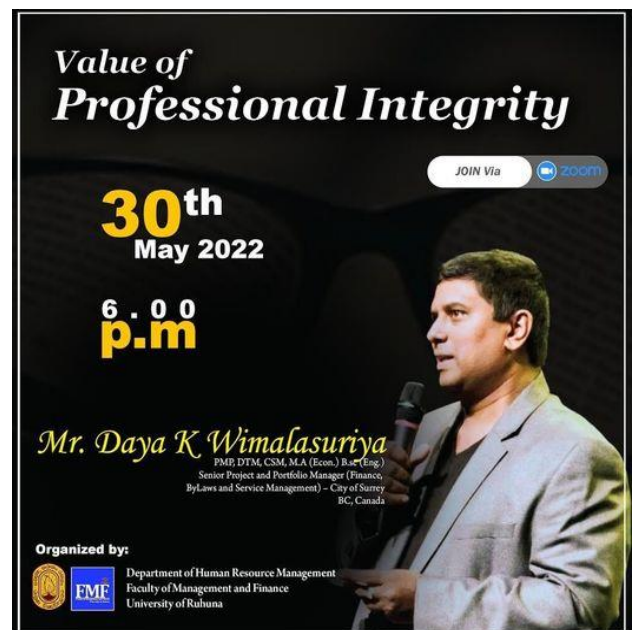
3000-LEVEL OBT PROGRAM



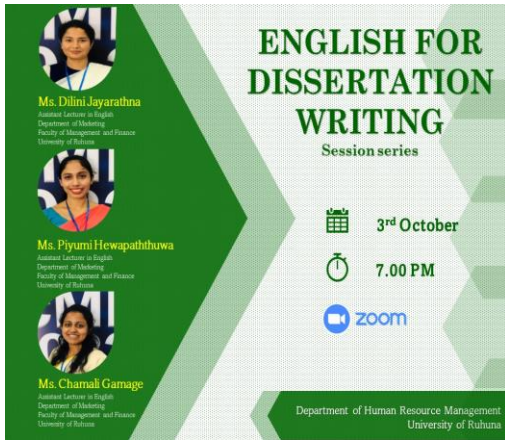
By aiming to enhance students' leadership skills, interpersonal skills, and team-building skills and develop soft skills, the Department of Human Resource Management organized a one-day Out Bound Training program for 3000 level Human Resource Management specialized undergraduates on 27th June 2022 from 8.00 am to 5.00 pm at University of Ruhuna premises. The program was facilitated by World University Services of Canada. and freelance trainers of Mr S.D. Abeywickrama and Mr L.M.S. Jayantha. End of the session, in the evening students, organized a bonfire night for entertainment.

VALUE OF PROFESSIONAL INTEGRITY

'Value of Professional Integrity' is an experience-sharing session organized by the Department of Human Resource Management, held on 30th May 2022 from 6.00 pm to 7.30 pm via zoom. The session was opened for undergraduates in the Department of Human Resources Management. Mr Daya Karunitha Wimalasuriya who is the Senior Project and Portfolio Manager of the City of Surrey, BC Canada acted as the resource person. In the session resource person emphasized how important it is to maintain professional and personal integrity while reviewing the key points that are essential as a fresher to enter the job market. It was a fruitful and stimulating session with descriptive illustrations.



“ENGLISH FOR DISSERTATION WRITING” WORKSHOP SERIES



ENGLISH FOR DISSERTATION WRITING
Session series

3rd October
7.00 PM

zoom

Department of Human Resource Management
University of Ruhuna

Ms. Dilini Jayarathna
Assistant Lecturer in English
Department of Marketing
Faculty of Management and Finance
University of Ruhuna

Ms. Piyumi Hewapaththuwa
Assistant Lecturer in English
Department of Marketing
Faculty of Management and Finance
University of Ruhuna

Ms. Chamali Gamage
Assistant Lecturer in English
Department of Marketing
Faculty of Management and Finance
University of Ruhuna

From 27th September 2022 onwards The Department of Human Resource Management, Faculty of Management and Finance, University of Ruhuna started a workshop series on “English for Dissertation writing”. Through this workshop, the series department is expected to develop 4000-level undergraduates’ language ability that is required to complete their final year dissertation successfully. The workshop series is accelerated by Ms Chamali Gamage, Ms Piyumi Hewapaththuwa, and Ms Dilini Jayarathna, who worked as assistant lecturers in English at the Department of Marketing, Faculty of Management and Finance, University of Ruhuna.

HRIS “ON AND ABOVE VIRTUAL LAB POWERED BY MINT HRM”

Department of Human Resource Management and Infoseek Pvt Ltd collaboratively organized an all-inclusive 10-week course on HRIS “On and Above Virtual Lab powered by Mint HRM” to third and fourth-year Human Resource Management specialized undergraduates to shape up their technical skills and give exposure to performing better in the industrial world. The first session was held on 11th August 2021 from 2.30 pm to 4.30 pm via zoom. The resource person of the session was the Co-founder of MintHRM, Mrs Thanuja Masakorala. The Head of the Department of HRM, lecturers and more than 140 pre-registered students in the Department of HRM participated in the session.



On & Above HRIS
Virtual Lab powered by MintHRM

Date - Wednesday
Time - 2.30 - 4.30 pm

Via **zoom**

Pre registration is mandatory

Department of Human Resource Management
Faculty of Management and Finance
University of Ruhuna

PROFESSIONAL RESUME WRITING



12th July
2.00 pm onwards

Via **Zoom**

“Professional Resume Writing”

Mrs. Navoda N. Herath
Lecturer (Probationary)
Department of Multidisciplinary
Faculty of Technology
University of Ruhuna

4000 level undergraduates,
Faculty of Management and Finance


Department of Human Resource Management, Faculty of Management and Finance, University of Ruhuna

To assist undergraduates to design their internship resume effectively, the Department of Human Resource Management organized a guest lecture on “Professional Resume Writing” for 4000-level undergraduates who are reading for the BBA honours degree program. The session was held on 12 July 2022 from 2.00 pm to 4.00 pm via Zoom. The session was conducted by Mrs Navoda N Herath, Lecturer (Probationary), Department of Multidisciplinary, Faculty of Technology, University of Ruhuna. Few lecturers from the Faculty of Management and Finance & more than 100 undergraduates participated in the session.

We continue to shape our personality all our life...



RENEWING IDENTITY

Mr. H V Athula kitsiri
MBA (PIM)
B.Sc Business Administration (USJ)
PG Dip in Marketing (MCOM, UK)
Chartered Marketer
Senior Corporate Trainer



FEB 02
1.00pm onwards

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
FACULTY OF MANAGEMENT AND FINANCE
UNIVERSITY OF RUHUNA


Ask an Expat



Expatriate Experience Sharing Session

VIA - ZOOM

10th January 2022
10.00 am

Shannon Holder
Project Manager - Caltech Biotech
World Vision Australia



  Department of Human Resource Management
Faculty of Management and Finance
University of Ruhuna

Data Analysis in Qualitative Research

Dr. J. W. Dushan Chaminda
Senior Lecturer
Department of Marketing Management
Faculty of Management Studies and Commerce
University of Sri Jayewardenepura



11th July 2022 **From 7.30 am** **Via Zoom**

Department of Human Resource Management, Faculty of Management and Finance, University of Ruhuna

MAKE YOURSELF TO WIN THE INDUSTRY-SESSION 1

THE ROLE OF AN INTERN

Prof. P.A.P. Samantha Kumara
The Dean
Faculty of Management and Finance
University of Ruhuna



12th September **2.00 PM** **MFLT 1**

Department of Human Resource Management, University of Ruhuna

MAKE YOURSELF TO WIN THE INDUSTRY-SESSION 2

INTERNSHIP EVALUATION PROCEDURE

Dr. Jayarani Ramawekrama
Internship Coordinator
Faculty of Management and Finance
University of Ruhuna



12th September **3.00 PM** **MFLT 1**

Department of Human Resource Management, University of Ruhuna

"MY DISSERTATION JOURNEY"


Phase 03




How time, resources and interests are beneficially utilized for final year dissertation.

Ms. Sandali Silva
BBA (Ruh, SL) ACIM (UK)

Sharing her experience

01st June 2022 **1.00 p.m. onwards**

Join via 

 Circle of Human Resource Development
University of Ruhuna  Department of Human Resource Management
University of Ruhuna  Faculty of Management and Finance
University of Ruhuna

MAKE YOURSELF TO WIN THE INDUSTRY-SESSION 4

PILLARS TO MAKE YOUR INTERNSHIP VICTORIOUS

Mrs. Nisansala Maduwanthi
Internship coordinator
Department of Human Resource Management
Faculty of Management and Finance
University of Ruhuna



6.00 PM **Via ZOOM**

Department of Human Resource Management, University of Ruhuna

DECIDE YOUR NEXT STEP

The right way to choose your career path

Keshavi Puswewala
Senior HR Business Partner - Corporate Function and HR & Employee Brand Lead - Unilever Sri Lanka



22nd September **9.30 AM**

Department of Human Resource Management, University of Ruhuna

MAKE YOURSELF TO WIN THE INDUSTRY-SESSION 6


THE ROLE OF AN INTERN IN AN INDUSTRY PERSPECTIVE

Mrs. Ishani Rajapaksa
Human Resource Manager
Strategic Operations & Project Lead
MAM Insurance, Pvt Ltd




14th September **4.00 PM** **Via ZOOM**

Department of Human Resource Management, University of Ruhuna

 **HOW TO AMP UP YOUR LinkedIn PROFILE**

Guest Speaker






Mr. Adrian Fernando
Talent Consulting Specialist
at EMAPTA

Join us to find out how to

- Develop your online professional profile
- Make your LinkedIn profile stand out & market yourself to employers
- Use LinkedIn network to land your dream job

Organized By

Circle of Human Resource Development
Faculty of Management and Finance
University of Ruhuna

22 August **Time 1.30 PM**
2022 **Join On**
05 Friday **zoom**

MAKE YOURSELF TO WIN THE INDUSTRY-SESSION 5

BOOSTING INTERVIEW PERFORMANCE BY BUILDING CONFIDENCE

Ms. Chakrangi Dahanayake
Instructor in English
Department of English Language Teaching
Faculty of Humanities and Social Sciences
University of Ruhuna



14th September **10.30 AM** **Via ZOOM**

Department of Human Resource Management, University of Ruhuna



UPCOMING EVENTS

HR WEEK



HR week 2022

**OCTOBER 31
TO NOVEMBER 04
2022**

Department of Human Resource Management
Faculty of Management and Finance
University of Ruhuna

The HR Week 2022 which is organized by the Department of Human Resource Management in line with the Department's 3rd-anniversary celebration will be held from 31st October to 4th November 2022. The HR week will consist of several programs with the objective of providing different platforms for undergraduates to improve their talents and creativity while enhancing their academic knowledge and developing undergraduates' skill sets to fit the industry

MOU SIGNING CEREMONY WITH INFOSEEK (PVT) LTD

Department of Human Resource Management will be having the privilege of the Memorandum of Understanding between the University of Ruhuna and Infoseek PVT LTD which is planned to sign in the near future. The MOU will enable the HRM-specializing undergraduates to have a technical sessions on the HRIS through the HRIS-Virtual Lab powered by Mint HRM.

FILED VISITS

The Department of Human Resource Management has planned to take on the 2nd year and 3rd year Human Resource Undergraduates on field visits to 2 reputed corporates to experience how Human Resource Management is practiced in the real world. The objective of the visits is to reap the potential in the field drawing upon insights from the concepts learned in the classroom.

COOPERATE ETIQUETTES PROGRAM SERIES

The HRM-specializing students will be given an experiential learning session on corporate etiquette which will be required for them to master before they step into corporate. The program will include a series of sessions covering discipline, communication, and using cutleries in a corporate event.

OUT OF BOUND TRAINING- 2022

The OBT program organized by the Department of Human Resource Management in collaboration with the Career Cell of the Faculty of Management and Finance will be held on 8th and 9th November 2022 on the University premises. The 2000 and 3000 level undergraduates will have an action and activity-based behavioral training intervention for student leadership and personality development.

“ATHWELA 4”- CSR PROGRAM

The annual CSR project which is organized by the Circle of Human Resource Development will be executed with the intention of assisting rural schools with insufficient facilities to carry out their educational activities smoothly.

DIPLOMA AWARDING CEREMONY- DHRM 2021 BATCH

The Diploma in Human Resource Management (DHRM) first batch has successfully completed its course modules and will be stepping into the awarding ceremony within the coming weeks. The program became a success with the unwavering support of the Distance and Continuing Education Unit and the Faculty of Management and Finance.

EDITORIAL BOARD

Dr.B.L. Galhena

He is a visionary leader with a clear goal and a precise strategic plan. By nature, he is calm and leads his team to the end goal while ensuring their well-being.



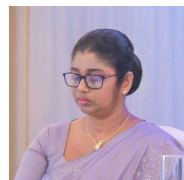
Dr. Tissa Hemaratne

He is full of generosity and never goes out of stories which he uses to entertain the crowd. A person with a vast experience of around the world.



Dr. (Mrs.) J. Ramawickrama

She is a quiet warrior who can't say no to anything. Always with an optimistic attitude and practice of focusing on the good in any given situation.



Dr. (Mrs.) G.K.H. Ganewatta

She is a very detailed person with a lot of insightful ideas. An ambitious person with a strong unwavering approach.



Mr. R.M.D.D. Rathnayake

Very Down to earth person with an open mind. His rapport around the country is unmatched. His physical strength is no less than 18 years old.



Mrs. V. Vithanage

She is always with a full smile and works in silence. A spirited person with a supportive hand to everyone around.



Mrs. Nisansala Maduwanthi

A determined person who is full of enthusiasm to work with. She motivates her colleagues to accomplish the best.



Mr. Isuru Chandradasa

He is a strong-minded individual with a lot of energy who accomplishes anything he sets his mind to. A travel enthusiast who loves to explore new things. With that inspiration, he is full of ideas and innovative.



Ms. Sadali Silva

She is great at figuring stuff out. Her perspectives are refreshing, and creative potential seems limitless. Our team is complete because she is in it.







Department of Human Resource Management
Faculty of Management and Finance
University of Ruhuna
Matara
Sri Lanka



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