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Research Symposium





SYMPOSIUM PROCEEDINGS







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CONTENTS

Message from, President - CIPM Sri Lanka Message from, Symposium Chair	VII IX
Profile of Chief Guest	ΧI
Profile of Keynote Speaker	XIII
Profile of Plenary Speakers	XV
Plenary Speeches	XXVII
Panel of Reviewers	XXIX
Chairpersons of Symposium Sessions	XXXI
EXTENDED ABSTRACTS OF RESEARCH PAPERS	
CATEGORY A	
Dinusha Dissanayake	
Impact of Organizational Health and Safety Practices on Employee Turnover Intention in an Apparel Sector Organization	3
E B Senanayake & I P Kaluarachchi	
Factors Affecting Effectiveness of Online Performance Appraisal System	5
R A T N Rathnayaka	
Factors Affecting Work Life Balance of Bank Employees of Non-Managerial Grade	9
Dammike M Kobbekaduwe, N Abeysekara, L S Gamini and I P Kaluarachchi An Empirical Study on the Style of Leadership and Its Impact on Employee Engagement of Rubber Tappers (Harvesters)	
of Regional Plantation Companies in Sri Lanka	11
R S Weerarathna, G Y Pathirana and Supun Fernando	4.0
The Impact of Industrial Relations on Employee Retention at Grand Royal Hotel	13
M S E Perera	
Migration of Executives from the Plantations of Sri Lanka	15
D M D Dissanayake	
Influence of Rewards Systems on Performance of Employee in Financial Institutions	17
Thisara Rathnayake & I P Kaluarachchi	
Impact of Motivational Factors on Retention of Operational Level Employees at Hi Fashion Holdings (Pvt) Ltd	19
Impact of Motivational Factors on Neterition of Operational Level Employees at Fire asmort Hotalings (FV) Eta	10
Isuru Yatagamage & R S Weeraratne	
The Impact of Job Description on Employee Retention of XYZ LPO Ltd.	21
I L Ariyarathna, A N M Sampath and Samantha Ratnayake	
Sustainable Business Performance of Ceytea through Transformational Leadership: A Case Study of a Leading Tea Manufacturing Company	23
CATEGORY B	
M M D A Senarath	
Factors affecting the Implementation of Skill Based Component of the Monozukuri Concept at Noritake Lanka Porcelain (Pvt) Ltd	27
ractors affecting the implementation of shift based component of the monozukum concept at nontaine Edina Forcetain (Five) Eta	21
A E R Fernando and L D A D Dissanayake	
The Impact of Non-Monetary Rewards on Employee Engagement in A Lubricant Company PLC	29
Narendra Mahawatta	
Factors Affecting Job Satisfaction of Employees in an Organization	31



One of the great scientists in Theoretical Physics in the contemporary history of mankind who died in March last year, Dr Stephen William Hawking is famously quoted as said "No one undertakes research (in physics) with the intention of winning a prize. It is the joy of discovering something no one knew before". Which really is the sole purpose of research I believe.

It is in this light that, I am elated to see CIPM Sri Lanka hosting the 3rd successive Annual research symposium at BMICH today. CIPM has started the research symposium three years back with the specific purpose of enhancing the research culture among Professionals, Scholars and students in the

People Management Discipline. The beauty of this discipline is that the people and culture of nations are different from each other and therefore a theory or a practice developed in one country cannot deemed to be universally applicable in toto unlike in case of any other science, as such every nation must develop its own theories, practices and methodologies through theoretical and applied researches, which are more of indigenous nature for the future proliferation of its industry and academia.

I understand that this year we have received the highest number of researches so far have seen since the beginning of this exercise in 2017. That amply demonstrates the enthusiasm shown by the young disciples of the People and Culture management discipline. I wish that this enthusiasm will sustain and prevail with our new-found strength through the awarding of Charter status to this great institute CIPM Sri Lanka. Our research and Publication arm can be proud of this achievement. One of the important milestones this year will be the conversion of the CIPM research unit to a fully fledged "CIPM Applied Research Centre" soon. Through this, we will be able to serve the nation dutifully as the one and only National body for the profession and discipline.

I am much grateful for elaborate arrangements made possible through painstaking efforts of Dr. Chandana Jayawardena, the Chair of Research Symposium, 2019. The fullest corporation and blessings of the Chairman of the Standing Committee of Research and Publication, Dr. Neil Bogahalanda together with a dedicated team of volunteers and with the staff lead by the Manager Research unit is note-worthy. I also must make it a point to thank our sponsors of this event. I am sure the participants will enjoy and be intrigued by a full day of research presentation as much as the contestants would by presenting them. I wish all of you a fruitful journey of discovering the unknown.

Dhammika Fernando - Chartered MCIPM

President- Chartered Institute of Personnel Management of Sri Lanka.



It is with great pleasure that I pen this message to the CIPM Research Symposium, 2019. CIPM Research Symposium is organized to disseminate research and development findings, creativity and innovations in Human Resource Management (HRM) and related areas for the benefit of students, practitioners, academia, researchers, government, and non-government officials and the public. This goal will be achieved through the Research Symposium and developing annual compilation of publications making them accessible, transparent, lucid and defendable. Symposium will

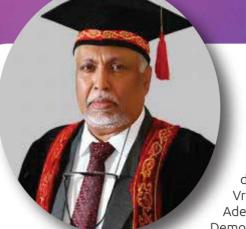
provide many opportunities to all CIPM stakeholders to present research findings to an appreciative audience. This year's theme of 'Shifting HRM paradigms' reflects the CIPM's focus on identifying advanced HRM practices and new directions based on scientific study.

Research symposium has been redesigned this year to enhance the research culture at CIPM to materialize the academic efforts of HRM community in fulfilling the aspirations of the public at large. Symposium will provide guidance and directives, collaborating with HRM practitioners, scholars, students and others to enhance & share research findings with contributions of CIPM and other institutions, and organizations both local and international. Symposium provides a forum for the dissemination of findings of HRM facilitating continuation of research or motivation of others to find better solutions. This is a unique forum for HRM practitioners and researchers, especially in Sri Lanka, to demonstrate their capabilities with confidence in HRM Research. To encourage the young writers, Symposium facilitates awards for different categories such as best research, presentations, and poster, based on the scientific merit selected by a panel of judges. Another initiative is to select manuscripts of abstracts submitted to the symposium to be published in the 'HRM Perspectives' Journal of CIPM, based on merit. Symposium features presentations by renowned scholars, senior HRM practitioners, junior managers, and CIPM & university students. I am pleased to note that over forty research papers on a variety of interesting topics have been chosen based on double blind reviews. They stimulate thought and understanding directing the stakeholders on new and exciting pathways on HRM practices.

I wish to express sincere gratitude to Professor Lakshman Dissanayaka, Chief Guest of the Symposium, and Key Note Speaker, Dr Wilson Wong of CIPD-UK for gracing the ceremony and sharing valuable insights. The three plenary research presentations by HR practitioners/ scholars of repute are designed to enrich the programme with latent HRM insights. CIPM research symposium, 2019 comes into fruition through the dedicated efforts of many individuals. I wish to thank President of CIPM, Mr Dhammike Fernando, Dr. N.T. Bogahalanda, Council member, symposium organizing committee, presenters and researchers of abstract submissions, reviewers and judges, committed staff of CIPM, and in particular Mr G. Weerathunge, Director-Professional and academic affairs, and Ms Kamani Perera, Manager, Research. I look forward to an exciting and engrossing day of scientific deliberations.

Dr L N A Chandana Jayawardena Chair-CIPM Research Symposium, 2019





Professor Lakshman Dissanayake

Senior Professor Lakshman Dissanayake graduated from the University of Colombo and joined academic staff obtaining first Class Honours. Professor Dissanayake received his postgraduate diploma from the University of Colombo; Master of Arts from the Vrije Universitiet Brussels, Belgium, and PhD from the University of Adelaide Australia. Presently he functions as Chair Professor of Demography in the Department of Demography. He is a Fellow of Royal Society of Arts, United Kingdom (FRSA (UK). Professor Dissanayake held various positions in the University of Colombo such as warden, student

counselor, coordinator of the Demographic Training and Research Unit, Rector of Sri Palee Campus, Dean of the Faculty of Graduate Studies, and Vice Chancellor of the University of Colombo. He also founded the Colombo University Community Centre (CUCEC) which is the first multidisciplinary centre in the whole university system devoted to community extension related work. Professor Dissanayake also functioned as its founding Director.

Professor Dissanayake has been honoured by various esteemed positions and awards nationally and internationally by recognizing his contribution to the field of Demography. He was a receiver of the prestigious Population Council Fellowship (USA) for his PhD research at the University of Adelaide. He received 'Excellence in Research' award (University of Colombo) and 'Excellence in Research: Highest Grant Recipient' award (Committee of Vice Chancellors and Directors in Sri Lanka). Professor Dissanavake currently function as a Visiting Professor at the Faculty of Health and Social Sciences of the Leeds Beckett University, United Kingdom. He was invited by the SAARC Secretariat as an Independent Expert (from a team of three experts) to prepare the SAARC Regional Poverty Profile 2009-10. He served as a member of the Research Panel to review the research proposals for research awards offered by the SAARC Cultural Centre. Professor Dissanavake functioned as the Lead Consultant for the preparation of Population Situation Analysis of Sri Lanka for the United Nations Population Fund. He has been honoured by the Department of Immigration and Border Protection of the Australian Government by inviting him to serve on a six-member panel on 'Irregular Migration Research International Reference Panel' as well as a Member of their Research Advisory Group. He is serving as a Member of the Migration Research Leaders Syndicate of the International Organization of Migration, Geneva, Switzerland, which recognizes his contribution to the field of International Migration. In November 2017, Professor Dissanayake was honored by the Yunnan University of China conferring him an Honorary Professorship. He is serving as a Council Member of the National Council for Elders and as a Council member of the Sustainable Development Council. Professor Dissanayake is involved with the review of Maldivian National Development Plan and preparation of a Policy Brief on Population Dynamics for the Maldivian Government. Previously, he prepared four policy briefs on Population Dynamics for the whole Asia-Pacific Region on the invitation of Asian Forum of Parliamentarians on Population and Development (AFPPD). He is leading a team of experts from the University of Colombo and Wayamba University for the preparation of the Five-year Development Plan for the North-western Province, Sri Lanka. Professor Dissanayake is a founder member of the Asian University Alliance (AUA). He has brought its Executive Presidency to the University of Colombo with his active involvement in its activities together with 14 other renowned universities in the Asian region.

Professor Dissanayake's expertise includes population ageing, regional demography, regional development planning, health demography, and post-disaster reconstruction. He has published books, book chapters and research articles in local and internationally reputed journals.





Dr. Wilson WongHead of Insight & Futures
Chartered Institute of Personnel and Development (CIPD, UK)

Dr. Wilson Wong leads the Institute futures and foresight capability. He has been involved in futures research since 2000. His most recent futures workforce study was The Future of Talent in Malaysia 2035. He also represents the UK on human capital metrics at ISO/TC260 (HR Standards) and is independent Chair of the Human Capital Standards Committee and Deputy Chair of the Knowledge Management Standards Committee at the BSI. His career has spanned academia, corporate finance and national development policy. Wilson's PhD in Economic Psychology (Behavioral Economics) was on opportunity recognition. His research interests include the psychological contract, 'fairnesses', governance and the future of work. He is on the Editorial Board of HRDQ and IJHRDPPR and Advisory Boards at Nottingham Business School and the Work and Equality Institute. A member of the International Association of Applied Psychology and an Academic Fellow of the CIPD. He was called to the Bar in 1990.

Synopsis of the Keynote:

Work and workplaces are changing driven by technological, economic, social and political forces. HR roles have remained recognisably similar for the past two decades. There is an argument for management to be more evidence-based drawing on the best available evidence from scientific research, organisational data, professional insight and stakeholder feedback. Applied research can be rigorous, relevant and valued by management in making decisions especially in attracting, developing and deploying human capital; increasingly the most valuable asset organisations have in the knowledge economy

The transformation of CIPD's research function is in support of an evidence-based people profession. The challenge of good research is only the start of the journey. Building the trust and value of research to managers is an ongoing journey, one that applied researchers must also take on to ensure the relevance and impact of their work.



Dr. Jayantha Pathiratne

Started career as a commissioned officer in the Regular Force of the Sri Lanka Army in 1981. Having left the Army in 2004, joined the corporate sector as a senior manager mainly focusing in the area of Human Resources Management. Dr Pathiratne was instrumental in establishing a human resources department in a service sector organization with over 2,000 employees that had functioned without a HR Department for over 60 years. Subsequently engaged in full time as HR Consultant/Executive coach. Currently

engaged in a number of organizational transformational initiatives as a lead consultant in both manufacturing and service industries including international inter-governmental organizations and NGOs both locally and overseas. Fellow Member of the Chartered Institute of Personnel Management of Sri Lanka (CIPM), and the winner of the IPM Life Time Gold Award in 2016. Presently he is heading the Board of Examinations of CIPM. Obtained his PhD from the University of Colombo in 2016. He is engaged in coaching research students of Kothelawela Defence University, Open University of Sri Lanka and CIPM.

Dr. Neil Terrence Bogahalande

Dr. Bogahalande counts over 30 years of Managerial experience in Manufacturing, Plantation, Trading, and Financial sectors. He is a Certified Management Accountant of ICMA Australia, a Graduate in Master of Business Administration from the University of Sunderland UK and a Doctor of Philosophy in Management from the Management and Science University of Malaysia. He has published many articles in leading academic journals in addition to presenting academic papers at international conferences. He served as an Advisory Council Member and was conferred with the most prestigious 'Pride of HR Profession' award by World HRD Congress in 2006 and 2010 respectively. He excelled in his professional career and currently serves as the Head of Group Human Resources Royal Ceramics Lanka PLC and as a Director of many large state and private sector organizations.

Mr. Priyantha Ranasinghe

Mr. Priyantha Ranasinghe serves as the Director Human Resources of Coca-Cola Beverages Sri Lanka Limited and counts over 26 years of experience in the field of HRM in Sri Lanka and overseas. Mr Ranasinghe is a Council member of CIPM. He has a Master's degree in Business Administration from Ashbourn University-UK, and National Diploma in Human Resource Management from CIPM-SL. He is a license holder for Psychometric Tests, and a certified practitioner on "Design Thinking". He has been trained in USA, China, Vietnam, Dubai, Malaysia, India, Nepal, Philippines, Indonesia and Singapore on various HR related subjects such as Hay Grading System, Job

Evaluation, Compensation and Benefits Surveys, Performance Enablement and Employee Insights Surveys etc. Mr. Ranasinghe received the Global HR Excellence Award from IPE India in 2013.

PLENARY SPEECHES

Emotional Intelligence and Performance of Healthcare Professionals

Jayantha Pathiratne, PhD

Management Consultant/ Executive Coach Fellow Member Chartered Institute of Personnal Management Sri Lanka

Introduction

Emotional Intelligence (EI) has been a sought after topic in the management research and literature, after it was identified through empirical studies in the early 90s as an ability that could be developed (Maver, Caruso and Salovey, 2016) and subsequent award winning publications (Goleman, 1995). Consequent to these publications, the subject EI had undergone many stages of evolutionary phases and whether the emotional intelligence is an ability, trait or a mix of both is still been debated by researchers, with new findings emerging from time to time. However, the literature on this subject in Sri Lankan context is hard to find, and the author conducted a cross-sectional, single case correlation study of El and nursing performance in a private sector tertiary care hospital and found that there is a moderate positive correlation (r = 0.676. P < 0.01) between EI and the nursing performance (Pathiratne, 2016). El is an evolving subject with a broad scope across its length and breath. In that context, the author was of the view that it would be worthwhile to explore the specific aspects of emotional intelligence that would significantly relate to the performance of other categories of healthcare occupational groups depending on the nature of duties they perform.

Although there had been empirical studies carried out to ascertain the relationship between overall emotional intelligence and

workers in a work place, there had not been any empirical evidence or in-depth analysis highlighting the relationship between each component (branches - as defined by Mayer. Caruso and Salovey, 2016) of emotional intelligence and performance of healthcare occupational groups. Since EI is a broad area. identification of the relevance of specific branches of EI would contribute to identification of specific training and development needs for healthcare educators to focus on these areas without addressing broad competencies. There had not been any recorded empirical research literature globally on how each of these components of EI related to performance in any industry seament. Therefore. identification and comparative analysis of components (branches) of emotional intelligence that are closely related to the performance of various occupational groups in healthcare would contribute immensely to the literature on EI globally. Also identification of these components of emotional intelligence would broaden the horizon of healthcare professionals and administrators to enhance their clinical performance and thereby enhancing the patient satisfaction. Identification of this nature would lead to the educators of professionals handling patient care to focus their teaching curricular to enhance these specific aspects of competencies related to emotional intelligence and also for the individuals in these occupations to be more aware of the nexus of these components and their performance in the profession. Therefore, this study covers four key occupations in the tertiary healthcare hospitals in Sri Lanka; Medical Specialist,

performance of individual categories of

Medical Officer (House Officer), Ward Nurse and Medical Laboratory Technician (MLT).

The objective of this study is to identify the specific component of emotional intelligence that is most relevant to the effective performance of key occupations in the private sector tertiary healthcare institutions as research has already established that there is a relationship between overall emotional intelligence and clinical performance of one of these occupational groups; namely nursing (Pathiratne, 2016). Mayer, Caruso and Salovey (2016) assert that there are four branches or components of emotional intelligence necessary to carry out emotional reasoning: The first was (a) perceiving emotions, which is regarded as the most basic branch for computation. Then they identified the next three branches that proceeded through an increasingly integrated and more cognitively complex areas of (b) facilitating thought by using emotions, (c) understanding emotions, and (d) managing emotions in oneself and others. According to them, each of these branches represent a group of skills that proceeds developmentally from basic tasks to more challenging ones. Law, Wong and Song (2004) in formulating a tool to measure El identified these branches as Others Emotional Appraisal (OEA), Use of Emotions (UOE), Self-Emotional Appraisal (SEA) and Regulation of Emotions (ROE) respectively. On the other hand Goleman and Boyatzis (2017) highlighted four domains or components of emotional intelligence namely; Self-Awareness, Self-management, Social Awareness and Relationship Management. In comparison, though both these models have identified a similar concept of understanding emotions in self and of others in a broader spectrum, the former has more empirical evidence to suggest that the model is more scientific and robust. Their claim that emotional intelligence is a broad intelligence and positioning emotional intelligence among other hot intelligences such as social and personal intelligences had opened avenues to rethink about this subject from a different dimensions rather than considering and addressing it from a trait point of view.

Methodology

A cross sectional, quantitative research was conducted drawing equal number of samples from three largest private sector tertiary care hospitals of Sri Lanka (bed capacity over 200). Total sample comprised of 75 medical specialists (62.5% - out of population of 120 active medical specialists who treat by average over 300 patients a month)), 90 house officers (81.8% - out of a population of 110), 180 surgical and medical ward nurses (62% - out of a population of 290) and 140 medical laboratory technicians (63.6% - out of population of 220). Wong and Law Emotional Intelligence Scale (WLEIS) (Law, Wong & Song, 2004) was administered to the sample to self-evaluate the emotional intelligence values of each of the four branches and also overall emotional intelligence value. Complete responses were received from 87% of the participants. WLEIS was used to identify the EI values of four branches of EI. Clinical competencies of each of these occupations were evaluated taking into consideration the competency framework of the latest version of the Joint Commission International Standards (JCI, 2014). Final clinical performance rating was obtained through the average value of self-evaluation and superior evaluation. Data were analysed through Pearson correlation analysis and regression analysis using

SPSS software.

Findings and Conclusions

Medical specialists in the sample are mostly employed in the public sector (95%) and they conduct private practice after their office hours. Hence, time spent by these specialists in the hospital are minimal and due to this, their interaction with the other connected occupations are also limited. On an average they spend 2-3 hours a day in the hospital on the days they visit. The highest level of correlation in their performance was found with the Understanding of Emotions (UOE) branch of EI, which was moderate and significant (r = 0.677, P < 0.05). According to the definition of UOE by Mayer, Caruso and Salovey (2016), this could be due to the fact that they have a high level of cognitive reasoning which they use for higher level of performance and self-motivation in their careers.

Medical officers are the ward doctors employed by the hospital in the permanent cadre. On an average they spend 8 hours on a day shift and 12 hours in a night shift in the hospital. Two highest levels of moderate and significant correlation in their performance were found with Regulation of Emotions (ROE) (r = 0.692, P < 0.05) and Others Emotional Appraisal (OEA) (r = 0.659, P < 0.05). Medical officers spend more time with patients in the ward and they interact with them often, thereby giving them opportunity to understand patients, their conditions and emotional status. This understanding would condition them to regulate their own emotions (ROE) better.

Ward nurses are employed by the hospital in the permanent cadre. On an average they are employed on 6 hour shifts during day and 12 hour shift during night. Most of the time they cover back-to-back

shifts of over 12 hours. They are the occupational group that interact mostly with the patients in the wards. Their performance has a strong and significant correlation with Regulation of Emotions (ROE) (r = 0.823, P < 0.01) and Others Emotional Appraisal (OEA) (r = 0.798, P < 0.01) similar to medical officers but at much higher significance level. This indicates that as for medical officers, nurses need to understand the patients changing moods and emotional status better and regulate their own emotions accordingly if they are to be best at their performance.

Medical Laboratory Technicians (MLT) also employed in shifts similar to nurses. They conduct their tests in laboratories as a back office function to hospital operations. Their performance was moderately correlated with Self Emotional Appraisal (SEA) (r = 0.695, P < 0.05) indicating their nature of work needs higher level of appraisal and expression of their own emotions in order to perform better.

Based on the above findings, it is recommended to the educators of patient care occupations to seriously consider incorporating the components of EI applicable to each healthcare occupation into its curricular and policy makers to formulate competency framework incorporating relevant branches of EI and include them as part of continuous medical education (CME) in regulating competencies of healthcare occupations.

Also this research pave the way for future researchers to explore how these components of EI relate to the work

performance of other professionals particularly in Sri Lankan context in order to identify developmental needs in those professions to deliver higher performance outputs.

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Innovativeness in the Sri Lankan Plantation Sector: Influence of Leadership Style and Organisational Culture

Neil Bogahalande, PhD

Head of Group Human Resources Royal Ceramics Lanka PLC Council Member & Chairman Research Committee Chartered Institute of Personnal Management Sri Lanka

Abstract

Leadership style, organisational culture and organisational innovativeness are topics which have been mostly conducted in isolation and this study endevours to bridge the gap by investigating all three constructs in a single context. The objective of this study was to investigate the impact of leadership styles on organisational innovativeness in the Sri Lankan plantation sector, with organisational culture as the mediating variable. Data collected using disproportionate, stratified random sampling method of 235 estate managers through a self administered questionnaire. The findings of the study discovered the relationship between the study variables The most significant contribution of this study is probably the unchanged practices in the one and a half century-old industry which have been passed down from one generation of estate managers to another contributing to ditoriation of the vital plantaion sector. Findings of this study largely support the hypothesized relationships proposed in the research framework and clearly provide a guide to understand, develop and implement a strategy of the components of organisational innovativeness through the most effective combination of leadership styles in deriving at a conducive environment in the plantation sector.

Keywords: Organisational Innovativeness; Leadership Styles; Organisational Culture; Estate Managers, Plantation Sector

Introduction

Sri Lankan plantation industry's contribution to economic and social developments has being the highest foreign exchange earner until the mid-eighties, and the biggest direct and indirect employment generating industry. Economic contribution is steadely diminishing athough the sector still makes a significant contribution of 2.2% to the Gross Domestic Product (GDP) of Sri Lanka (Central Bank of Sri Lanka, 2016), Comparatively, The current export earnings of the plantation sector is far from satisfactory level compared to other emerging industries such as garment and tourism. For example, export earnings from Sri Lankan tea and rubber was at a meagre USD1.37 billion and USD0.17 billion respectively in 2010, whilst the garment industry, which is less than 35 years old, has contributed USD3.35 billion to the economy, with USD1.04 billion coming from the tourism industry (Central Bank of Sri Lanka, 2014). Plantation sector directly employed 802,492 people in 2016, which account for 9.4% of the total workforce. However, the garment industry employed 486,587 people in 2016 (Department of Labour, 2012) thus leading to national level critisisum against the plantation sector on consupmtion of resources dispropotinate to contribution. Sri Lankan plantation industry has stagnated and this situation has created a negative impact on the viability of the industry itself. Sri Lanka is not geared for a total breakdown in the plantation sector due to its economical, social, environmental and political impact, yet at the same time its current management style and the level of innovativeness is incompetent to solve the existing problem. Leadership of organisations world over has adopted various innovative techniques to enhance profitability by creating conducive organisational cultures for sustainability. The necessity of an in-depth research of this is timely to address the interconnected complexities for a lasting solution to the plantation industry.

Methodology

Sri Lankan plantation industry consists of twenty Regional Plantation Companies (RPCs) managed by the private sector corporations and five large plantation companies managed by the state sector. There are a total of 400 estate managers (Statistical Information on Plantation Crops, 2012). Based on Krejcie and Morgan's (1970), the recommended sample size for a population of 400 is 196 (cited in Sekaran &Bougie, 2010). The sample size in this study was taken as 235, after inflating by 20% for non-response. The selection of estate managers is based on the disproportionate, stratified random sampling method and this study used a sample size of 30 estate managers for the pilot study.

The research framework was formulated connecting existing theories in the literature and practices in organisations and their interrelationships. Specifically, this framework was developed to understand the relationships between three constructs, namely leadership style, organisational culture and innovativeness. Leadership style has been identified as the independent variable, with innovativeness as the dependent variable, whilst organisational

xxii

culture functions as the mediator. Based on the research framework and literature review, four main hypotheses are developed for this study as follows:

- **H1:** There is a positive relationship between leadership style and organisational culture.
- **H2:** There is a positive relationship between organisational culture and organisational innovativeness.
- **H3:** There is a positive relationship between leadership style and organisational innovativeness.
- **H4:** Organisational culture mediates the relationship between leadership style and organisational innovativeness.

Data were tested for the multicollinearity and normality (Hair et al., 1998). Prior to the estimation of the relationship between the variables, exploratory factor analysis were conducted to assess unidimensionality. In each of these analyses, a single factor was extracted. This was followed by the descriptive statics and inter-item correlation matrix for all the variables. The relationships between the variables tested with general linear multivariate regression methods. Hypotheses were tested accordingly to examine the relationships between the constructs. The mediating variable of a research model has the ability to influence the outcome of other variables. Sobel's test is a more recent statistical method for testing mediation effects which was developed from initial regression testing models which explains a more precise picture of mediation. This research used the following Sobel's formula to test the mediation process.

Z=
$$\frac{ab}{\sqrt{(ax se (a))^2 + (bxse(b))^2}}$$
(Source: MacKinnon and Dwyer, 1993)

Findings and Conclusions

The findings in this study suggest that leadership style has an impact on innovativeness. To be innovative, the culture in the organisation must be conducive. A leadership style with innovativeness orientation will bring about a conducive organisational culture that will enhance the innovativeness of the organisation. The estate sector must change from their current traditional approach towards innovative approach. The existing crops of the Sri Lankan estate sector has reached the optimal level in land productivity and cost structure, and in contrary, the sales average at the weekly auctions for bulk tea has remained static. It is evident that the "planters cannot carry plantations anymore" in the same manner as the existing realised price level for current level of product innovation is in par with the optimal cost and productivity levels. Leadership in the estate sector should understand this bitter truth and alter their leadership style in order to create a conducive organisational culture which facilitates innovativeness in the plantation sector.

Implications and Contributions

This study contributed to reduce the prevailing gap in the literature. Study presents a broad cross-sectional study on leadership, organisational culture and innovativeness in the context of the Sri Lankan plantation sector. For management scholars, it provides a framework for examining the relationships between the constructs related to

leadership style, organisational culture and innovativeness. Study explains the complexity of innovativeness in a sector which involves a range of factors and actors. Findings provide a guide to understand, develop and implement a strategy of the organisational components οf innovativeness through the most effective combination of leadership styles and organisational culture in arriving at a conducive environment. The importance of being innovative for an organisation on a regular basis and ill effects of failiure to do has been indicated. Common belief on use of 'hierachev' for effective leadership in the plantation sector is challenged and the power of 'involvement' or high level of participation of team members is revealed. Study further emphasis the importance of creating 'newness' to the organisation/ industry through the use of appropriate combination of leadership style and organisational culture, as against the 'traditional way of doing things' in order sutain and prosper in the compititive business enviorenment.

Performance Enablement

Privantha Ranasinahe

Director Human Resource Coca Cola Beverage Sri Lanka LTD Council Member Chartered Institute of Personnal Management Sri Lanka

Objective of implementing Performance Enablement

Traditional performance management is falling out of favor lately—and with good reasons. It's focused on the past, which doesn't help much in a forward-facing, quickly changing business landscape. That's why many companies are shifting to newer approaches, such as Performance Enablement, which looks ahead at how employee and company need overlap. When those two things are in sync, it can lead to a brighter future for all. - *Greg Pryor, Workday's Vice President*. The main theme of Performance Enablement is "Mobilize our people around the work that matters most to execute our business strategy"

How to Mobilize People around the Work that Matters Most

- 1. Set Goals Identify your team's goals and contribution to execute business strategies. With strategic, longer-term goals, less is more. Limit to 3-5 focus attention and resources. Aspire to inspire, your strategic destination should energize people. Raise the bar high!
- 2. Define Success QUANTIFY what achieving your inspired goals looks like. Define & communicate what success looks like. Rally your team around a COMMON PURPOSE and work together as a team to achieve.
- 3. Plan to Achieve Break strategic goals down into specific actions and high-priority work for a

- month ahead. Hold people accountable. Leverage your people's strengths and facilitate on the job development.
- 4. Review Progress Reflect, Engage, Align and Listen

What is Performance Enablement

It is all about *Enabling Performance* by Refreshing the conversation

Reflect: Monthly assessment of each direct reports 5 minutes or less

Engage: Know your people and focus your

people

Align: The work that matters most

Listen: Monthly upward feedback survey

Performance Enablement: Make it REAL! How it Works.....

Get clear about the work that matters most

Early in the year, Managers should identify the work that matters most for his /her team. This work should support executing the business strategy.

Assess and coach for Performance in 4 ways on a monthly basis

Reflect: Each month, Managers complete refection questions to assess the performance of his / her team members. The intent of the survey is to help Managers;

1. Reflect about each associates performance

- 2. Reflect on feedback that should be shared with each associate in the monthly 1:1 discussion
- 3. Reflect on the work that matters most and where you may need to shift associates' focus and priorities.

Engage: Each month, Managers and associates engage in an informal, future focused 1:1 discussion to discuss the work that matters most and provide feedback and coaching to set the associate up for success. Two simple questions can be asked to guide the discussion.

- 1. What are you working on?
- 2. How can I help you?

Align: Each month, within the regularly occurring team meetings, Managers should:

- Discuss the team's performance, consider any metrics that matter to track team progress
- 2. Celebrate individual and team progress and achievements
- 3. Communicate the priority work ahead for the whole team and who is working on what
- 4. Set expectations for success

Listen: Each month, associates complete an upward feedback survey to share feedback with any manager he/she works with. Managers should:

- 1. Listen and reflect on the feedback the team shares
- 2. Discuss the feedback in team meetings and 1:1s
- 3. Take action against the feedback

Differentiate Performance and Rewards

At the end of the year managers will receive a summary report, containing of all their reflection notes from the monthly reflection surveys and notes from other managers who have worked with their associates. This data will be used to support the managers as they differentiate performance and rewards at the end of the year.

Compensation Philosophy

- 1. We believe in pay for performance and driving a high performance culture
- 2. Employees who make the greatest contribution to the work that matters most will receive the greatest rewards
- 3. We are committed to meaningful differentiation based on relative contribution to overall business performance:
- 4. We will reward the 'highest' contributors with the greatest rewards; 'solid' contributors competitively; the 'weakest' contributors minimally or not at all
- 5. Our compensation programs should reinforce these principles

Upward feedback survey questions

- 1. I know where I stand as a result of the performance feedback my manager gives me.
- 2. I understand what is expected of me and how to deliver accordingly.
- 3. Most of my time is spent on work that plays to my strengths.

xxvi

- 4. My manager removes obstacles in the way of me doing my job well.
- 5. My work gives me a sense of personal accomplishment.
- 6. My work gives me the opportunity to develop the skills I need most.
- 7. Our team focuses on the work that matters most.
- 8. We are recognized for making progress on the high priority work.
- 9. We work together to accomplish the highest priority work, even if it means delaying our own individual priorities.
- 10. I have the support I need to be successful.
- 11. Our 1:1 routines (engage) add value.
- 12. Our team meetings add value.
- 13. I fully trust my team, including my manager

Manager reflection survey questions

- 1. In this past cycle, did this associate proactively go above and beyond the requested work to drive a better result?
- 2. Given his / her performance, if you could give this associate the highest possible raise, would you?
- 3. Given his/her performance, would you assign this associate to increased scale, scope or responsibility?
- 4. Did this associate apply the feedback / coaching provided in the last cycle?
- 5. Is this associate at risk for poor performance?

XXVII Research Symposium 2019

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Sujani Madushika Mahawatta HRM Practices for Effective Knowledge Sharing in Organizations: An Empirical Study	33
M T F Husna & C L Kuruppu The Relationship between Talent Management and Employee Engagement	35
P W Isuri Erangika & I P Kaluarachchi Satisfaction and Performance of Employees in a Sri Lankan Finance Company	37
Y W A I Withanage The Role of Gender Differences in Work-Family Conflict	
P G Chathuri C Wimalanaga & I P Kaluarachchi Relationship between Work Place Happiness and Organizational Citizenship Behaviour of IT Professionals with the Mediating Role of Organizationa Learning Capability	39 (41
Samadhi Kavindika Vithanage The Impact of Work Life Balance on Job Satisfaction among Employees of a Semi Government Organisation in Sri Lanka	45
C N Abeygunawardena Factors Affecting Employee Performance in an Insurance Company	47
M T Muhammad Sabry & I P Kaluarachchi Impact of Emotional Intelligence on the Performance of School Teachers: A Case Study	49
C H Silva & C L Kuruppu The Impact of Occupational Factors on Employee Motivation	51
CATEGORY C	
M H Malage, V D Lakmali, W A S Laksarani, M M C N B Samarathunga and T Suraweera HRM Practices in Small and Medium Tea Plantations in Sri Lanka	55
Iresha S F Neydorff & D Y Jayarathna A Study on Undergraduates' Intention to Apply for Online Jobs	57
M D R Sachintha Implementing a Sustainable Succession Plan for Academic Administrative Positions in the State Sector Higher Education Institutes: A Case Study of a Sri Lankan University	59
R Vivek & T Mangaleswaran Role of Artificial Intelligence in Employee Recruitment	
M P J Ruklantha & L N A C Jayawardena Factors Affecting the Academic Performance of Undergraduates in University of Peradeniya	61 63
D S Hewamanage Impact of Job Satisfaction on Employee Intention to Remain in an Organization	65
G S Malalage The Impact of Organizational Factors on Work Life Balance of Academics: Evidence from a State University in Sri Lanka	67
D Malika M Perera A Study of the Impact of Employee Engagement on Employee Performance in the Business Context of an Apparel Company	69
Samitha Liyanage & Heather Fernando Impact of Employee Engagement and Leadership Practices on Human Capital Management	71

iv

C Swarnathilake & K Udani Employability of Graduates: The Case of Agriculture Graduates 75 ABSTRACTS OF POSTER PRESENTATIONS Ramakrishnan Vivek Contribution of Project Management for Human Resource Professionals: A Conceptual Study 79 Chulani Samanthika The Impact of Social Barriers for Female Candidate Acquisition in the Hospitality Industry 81 H S S Silva & I P Kaluarachchi Relationship between Emotional Intelligence and Job Stress with a Moderating Effect of Age: A Study of Bank of Ceylon 83 K M S Swarnasinghe The Effect of Employee Engagement on Work Life Balance as a Mediating Rale of Job Satisfaction: A Study of IT Professionals: Based On 5 IT Companies in Sri Lanka 85 Prasanna Samarathunga Job Satisfaction of the Upper Secondary School Teachers 87 B O V Wijewickrama & I P Kaluarachchi Impact of Leadership Styles on Turnover Intention of the Middle Level Employees of a Mobile Solutions Company in Sri Lanka 85 K D S U Siriwardene & I P Kaluarachchi The Impact of Psychological Contract on Organizational Commitment: A Study of a Leading Media Agency in Sri Lanka 91 SHORT COMMUNICATIONS Tilak Devendra LRT Auto Services (LRTAS), Sri Lanka – Case Study 95 Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations 97 Rajini Kannangara Factors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge Nilan K Miranda	R K G Rajakaruna & I P Kaluarachchi Quality of Work Life and Job Satisfaction of Sewing Machine Operators in a Sri Lankan Organization	
ABSTRACTS OF POSTER PRESENTATIONS Ramakrishnan Vivek Contribution of Project Management for Human Resource Professionals: A Conceptual Study 79 Chulani Samanthika The Impact of Social Barriers for Female Candidate Acquisition in the Hospitality Industry 81 H H S S Silva & I P Kaluarachchi Relationship between Emotional Intelligence and Job Stress with a Moderating Effect of Age: A Study of Bank of Ceylon 83 K M S Swarnasinghe The Effect of Employee Engagement on Work Life Balance as a Mediating Role of Job Satisfaction: A Study of IT Professionals: Based on S IT Companies in Sri Lanka 85 Prasanna Samarathunga Job Satisfaction of the Upper Secondary School Teachers 87 B O V Wijewickrama & I P Kaluarachchi Impact of Leadership Styles on Turnover Intention of the Middle Level Employees of a Mobile Solutions Company in Sri Lanka 89 K D S U Siriwardene & I P Kaluarachchi The Impact of Psychological Contract on Organizational Commitment: A Study of a Leading Media Agency in Sri Lanka 91 SHORT COMMUNICATIONS Tilak Devendra LRT Auto Services (LRTAS), Sri Lanka – Case Study 95 Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations 97 Rajini Kannangara Factors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge Nilan K Miranda	C Swarnathilaka & K Ildani	73
Ramakrishnan Vivek Contribution of Project Management for Human Resource Professionals: A Conceptual Study 79 Chulani Samanthika The Impact of Social Barriers for Female Candidate Acquisition in the Hospitality Industry 81 H H S S Silva & I P Kaluarachchi Relationship between Emotional Intelligence and Job Stress with a Moderating Effect of Age: A Study of Bank of Ceylon 83 K M S Swarnasinghe The Effect of Employee Engagement on Work Life Balance as a Mediating Role of Job Satisfaction: A Study of IT Professionals: Based on 5 IT Companies in Sri Lanka 85 Prasanna Samarathunga Job Satisfaction of the Upper Secondary School Teachers 87 B O V Wijewickrama & I P Kaluarachchi Impact of Leadership Styles on Turnover Intention of the Middle Level Employees of a Mobile Solutions Company in Sri Lanka 89 K D S U Siriwardene & I P Kaluarachchi The Impact of Psychological Contract on Organizational Commitment: A Study of a Leading Media Agency in Sri Lanka 91 SHORT COMMUNICATIONS Tilak Devendra LRT Auto Services (LRTAS), Sri Lanka — Case Study 95 Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations 97 Rajini Kannangara Factors Affecting the Effectiveness of HR as a Strategic Function — The Modern HR Managers' Challenge Nilan K Miranda		75
Ramakrishnan Vivek Contribution of Project Management for Human Resource Professionals: A Conceptual Study 79 Chulani Samanthika The Impact of Social Barriers for Female Candidate Acquisition in the Hospitality Industry 81 H H S S Silva & I P Kaluarachchi Relationship between Emotional Intelligence and Job Stress with a Moderating Effect of Age: A Study of Bank of Ceylon 83 K M S Swarnasinghe The Effect of Employee Engagement on Work Life Balance as a Mediating Role of Job Satisfaction: A Study of IT Professionals: Based on 5 IT Companies in Sri Lanka 85 Prasanna Samarathunga Job Satisfaction of the Upper Secondary School Teachers 87 B O V Wijewickrama & I P Kaluarachchi Impact of Leadership Styles on Turnover Intention of the Middle Level Employees of a Mobile Solutions Company in Sri Lanka 89 K D S U Siriwardene & I P Kaluarachchi The Impact of Psychological Contract on Organizational Commitment: A Study of a Leading Media Agency in Sri Lanka 91 SHORT COMMUNICATIONS Tilak Devendra LRT Auto Services (LRTAS), Sri Lanka — Case Study 95 Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations 97 Rajini Kannangara Factors Affecting the Effectiveness of HR as a Strategic Function — The Modern HR Managers' Challenge Nilan K Miranda		
Contribution of Project Management for Human Resource Professionals: A Conceptual Study Chulani Samanthika The Impact of Social Barriers for Female Candidate Acquisition in the Hospitality Industry 81 H H S S Silva & I P Kaluarachchi Relationship between Emotional Intelligence and Job Stress with a Moderating Effect of Age: A Study of Bank of Ceylon 83 K M S Swarnasinghe The Effect of Employee Engagement on Work Life Balance as a Mediating Role of Job Satisfaction: A Study of IT Professionals: 85 86 87 88 Prasanna Samarathunga Job Satisfaction of the Upper Secondary School Teachers 87 B O V Wijewickrama & I P Kaluarachchi Impact of Leadership Styles on Turnover Intention of the Middle Level Employees of a Mobile Solutions Company in Sri Lanka 89 K D S U Siriwardene & I P Kaluarachchi The Impact of Psychological Contract on Organizational Commitment: A Study of a Leading Media Agency in Sri Lanka 91 SHORT COMMUNICATIONS Tilak Devendra LRT Auto Services (LRTAS), Sri Lanka — Case Study 95 Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations 97 Rajini Kannangara Foctors Affecting the Effectiveness of HR as a Strategic Function — The Modern HR Managers' Challenge Nilan K Miranda	ABSTRACTS OF POSTER PRESENTATIONS	
Chulani Samanthika The Impact of Social Barriers for Female Candidate Acquisition in the Hospitality Industry 81 H H S S Silva & I P Kaluarachchi Relationship between Emotional Intelligence and Job Stress with a Moderating Effect of Age: A Study of Bank of Ceylon 83 K M S Swarnasinghe The Effect of Employee Engagement on Work Life Balance as a Mediating Role of Job Satisfaction: A Study of IT Professionals: Based On 5 IT Companies in Sri Lanka 85 Prasanna Samarathunga Job Satisfaction of the Upper Secondary School Teachers 87 B O V Wijewickrama & I P Kaluarachchi Impact of Leadership Styles on Turnover Intention of the Middle Level Employees of a Mobile Solutions Company in Sri Lanka 85 K D S U Siriwardene & I P Kaluarachchi The Impact of Psychological Contract on Organizational Commitment: A Study of a Leading Media Agency in Sri Lanka 91 SHORT COMMUNICATIONS Tilak Devendra LRT Auto Services (LRTAS), Sri Lanka – Case Study 95 Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations 97 Rajini Kannangara Factors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge Nilan K Miranda		70
The Impact of Social Barriers for Female Candidate Acquisition in the Hospitality Industry H H S S Silva & I P Kaluarachchi Relationship between Emotional Intelligence and Job Stress with a Moderating Effect of Age: A Study of Bank of Ceylon 83 K M S Swarnasinghe The Effect of Employee Engagement on Work Life Balance as a Mediating Role of Job Satisfaction: A Study of IT Professionals: Based On 5 IT Companies in Sri Lanka 85 Prasanna Samarathunga Job Satisfaction of the Upper Secondary School Teachers 87 B O V Wijewickrama & I P Kaluarachchi Impact of Leadership Styles on Turnover Intention of the Middle Level Employees of a Mobile Solutions Company in Sri Lanka 89 K D S U Siriwardene & I P Kaluarachchi The Impact of Psychological Contract on Organizational Commitment: A Study of a Leading Media Agency in Sri Lanka 91 SHORT COMMUNICATIONS Tilak Devendra LRT Auto Services (LRTAS), Sri Lanka – Case Study 95 Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations 97 Rajini Kannangara Foctors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge 99 Nilan K Miranda	Contribution of Project Management for Human Resource Professionals: A Conceptual Study	79
Relationship between Emotional Intelligence and Job Stress with a Moderating Effect of Age: A Study of Bank of Ceylon K M S Swarnasinghe The Effect of Employee Engagement on Work Life Balance as a Mediating Role of Job Satisfaction: A Study of IT Professionals: Based On 5 IT Companies in Sri Lanka 85 Prasanna Samarathunga Job Satisfaction of the Upper Secondary School Teachers 87 B O V Wijewickrama & I P Kaluarachchi Impact of Leadership Styles on Turnover Intention of the Middle Level Employees of a Mobile Solutions Company in Sri Lanka 89 K D S U Siriwardene & I P Kaluarachchi The Impact of Psychological Contract on Organizational Commitment: A Study of a Leading Media Agency in Sri Lanka 91 SHORT COMMUNICATIONS Tilak Devendra LRT Auto Services (LRTAS), Sri Lanka – Case Study 95 Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations 97 Rajini Kannangara Factors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge 98 Nilan K Miranda		81
The Effect of Employee Engagement on Work Life Balance as a Mediating Role of Job Satisfaction: A Study of IT Professionals: Based On 5 IT Companies in Sri Lanka Prasanna Samarathunga Job Satisfaction of the Upper Secondary School Teachers B O V Wijewickrama & I P Kaluarachchi Impact of Leadership Styles on Turnover Intention of the Middle Level Employees of a Mobile Solutions Company in Sri Lanka K D S U Siriwardene & I P Kaluarachchi The Impact of Psychological Contract on Organizational Commitment: A Study of a Leading Media Agency in Sri Lanka 91 SHORT COMMUNICATIONS Tilak Devendra LRT Auto Services (LRTAS), Sri Lanka – Case Study 95 Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations 97 Rajini Kannangara Factors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge 99 Nilan K Miranda		83
387 B O V Wijewickrama & I P Kaluarachchi Impact of Leadership Styles on Turnover Intention of the Middle Level Employees of a Mobile Solutions Company in Sri Lanka K D S U Siriwardene & I P Kaluarachchi The Impact of Psychological Contract on Organizational Commitment: A Study of a Leading Media Agency in Sri Lanka 91 SHORT COMMUNICATIONS Tilak Devendra LRT Auto Services (LRTAS), Sri Lanka – Case Study 95 Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations 97 Rajini Kannangara Factors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge 98 Nilan K Miranda	The Effect of Employee Engagement on Work Life Balance as a Mediating Role of Job Satisfaction: A Study of IT Professionals:	85
Impact of Leadership Styles on Turnover Intention of the Middle Level Employees of a Mobile Solutions Company in Sri Lanka K D S U Siriwardene & I P Kaluarachchi The Impact of Psychological Contract on Organizational Commitment: A Study of a Leading Media Agency in Sri Lanka 91 SHORT COMMUNICATIONS Tilak Devendra LRT Auto Services (LRTAS), Sri Lanka – Case Study 95 Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations 97 Rajini Kannangara Factors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge 99 Nilan K Miranda		87
SHORT COMMUNICATIONS Tilak Devendra LRT Auto Services (LRTAS), Sri Lanka – Case Study Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations Rajini Kannangara Factors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge Nilan K Miranda	·	89
Tilak Devendra LRT Auto Services (LRTAS), Sri Lanka – Case Study 95 Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations 97 Rajini Kannangara Factors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge 99 Nilan K Miranda		91
Saman Jayawickrama Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations 97 Rajini Kannangara Factors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge Nilan K Miranda	SHORT COMMUNICATIONS	
Role of Small and Medium Scale Female Entrepreneurs in Social Innovation: A comparative study among selected SAARC Nations Rajini Kannangara Factors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge Nilan K Miranda		95
Factors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge 99 Nilan K Miranda		97
Nilan K Miranda		
		99



CATEGORY A

HR Practitioners, CIPM Members & Faculty

Impact of Organizational Health and Safety Practices on Employee Turnover Intention in an Apparel Sector Organization

Dinusha Dissanayake

Introduction and scope of the study

In today's competitive business environment, it is important for any organization to manage employee turnover. Opatha (2012) noted occupational safety and health (OSH) as one of the key functions related to employees' physical, mental and social wellbeing. OSH refers to the group of activities involved in creating, improving and maintaining total health and safety of employees (Opatha, 2012). Study has focused the operational level employees at ABC apparel solutions limited to investigate the impact of organizational health and safety practices on employee turnover. Study investigated "How employees' perception on OSH practices impacts on employee turnover intention in Apparel Sector." The Labor Turnover (LTO) rate of ABC company's operational level employees was greater when compared with other factories in the group and operational level employee's turnover intention could be the main cause for the higher LTO ratio. Main objective of this study was to identify the impact of organizational health and safety practices on employee turnover intention. Specific objectives of the study were to identify the present health and safety facilities offered to operational level employees of the ABC Apparel Solutions, to assess the level of turnover intention of operational level employees of the ABC Apparel Solutions, and to analyze the effect of present health and safety facilities offered to operational level employees of the ABC Apparel Solutions on their turnover intention.

Methodology

The conceptual framework was structured with work place conditions of employees' Health; Machine

Protection Strategies; Awareness Programs and Notices; and Reactions to Emergency Situations being independent variables and Employee Turnover Intention being the dependent variable. The sample selected was 100 of operational level employees of the ABC apparel solutions limited - Kurunegala plant. The sample of the population was selected by using the stratified sampling method. Primary and secondary data were used in order to conduct the statistical analysis. Primary data collection was using a 5-point Likert scale Questionnaire. The quantitative analysis was undertaken with the use of statistical analysis methods. The methods of statistical analysis were descriptive analysis, reliability analysis, correlation and regression.

Findings and Conclusions

Mean values for the all variables were significantly high. Parametric tests were used in hypothesis testing, based on normality of the data. There was a weak positive relationship between occupational health and safety practices and employee turnover intention in ABC Apparel solutions limited. Regression analysis indicated a R2 value of 0.094 which means only 9.4% of the employee turnover intention can be explained by the predictions of independent variables. Beta values show the positive association between workplace conditions for employee health (β =0.109), machines protection strategies (β =0.032), awareness programs and notifications (β =0.066), and reactions of emergency situations (β =0.243) with the employee turnover intention. All variables had a significant impact on employee turnover intention. According to the results of the regression analysis, occupational health and safety practices have a positive impact on employee turnover intention. Furthermore, when discussing the level of employee turnover intention of operational level employees in the sample, it was found that they

have a favorable level of employee turnover intention with a mean value of 3.27. Accordingly, it was found that operational level employees in ABC Apparel solutions limited were concerned about their occupational health and safety practices. Findings of this study are vital in empirical scenario for operational level employees of large apparel sector organizations. In further studies, it is suggested to increase the sample size of the study and the number of apparel firms involved. Study was limited to a selected number of variables that affect the employee turnover intention, and there are other variables that have not been considered in this study.

Key Words: Organizational Health and Safety,

Employee Turnover, Operational level

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Factors Affecting Effectiveness of Online Performance Appraisal System

E B Senanayake¹ & I P Kaluarachchi ²

Introduction and scope of the study

Performance management is considered a continuous process of setting goals and assessing progress throughout the year. Employers should provide continuous feedback and coaching to support employees towards achieving a common company objective. According to Miller (2003) traditionally performance appraisal was carried out by pen and paper format. With the advancement of technology, today the Performance Management System (PMS) is automated. PMS contributes to improving employee effectiveness and this was further studied by identifying factors affecting the effectiveness of the online performance appraisal system. In 2017, a textile manufacturing company conducted a survey for its executive employees. It was carried out to identify employee's perception over the PMS system implemented via ERP system. The survey indicated 16% of promoters and 44% detractors who detest the current performance Management System. 43.96% of survey contributors consisted of millennials who specified a lack of constructive feedback provided for improvements. The survey also revealed that there should be transparency in the rewarding and promotions (eNPS Survey, 2017). Informal discussions were carried out with few employees, in that employees mentioned PMS must be 100% accurate and transparent. Employees were not happy with the system interface as the system was not user friendly. They also stated that Manager's set their own measures for goals and employees are not a part of setting goals and measurements. Employees feel that pay increments, PRP, and trainings are biased decisions by Managers. Therefore, the aim of this study was to examine the effectiveness of the online Performance appraisal system.

A conceptual model was developed based on the intense study of previous literature to achieve the objectives. Online Performance Appraisal depicts how web-based application affect employee satisfaction through rater accountability, utility of the system, quality of the evaluation and its impact on overall effectiveness of performance management system. Rater or Appraiser Accountability illustrates how the online appraisal system is affected by the perception of employees and how PMS is not impacted over the ratings given by the supervisor. Quality of the evaluation describes to what extent the employer and the employee can rely on information for decision making and to provide constructive feedback. Utility of the systems describes the system capacity to archive previous information/data for report generation which will have a greater impact on system effectiveness. Main objectives of this study are to determine the factors affecting effectiveness of online performance appraisal system and to identify the most important factor among Rater Accountability, Quality of Evaluation, and Utility of System which contribute to the effectiveness of the online performance appraisal system. Further the objective was to determine the application of these theories in a Sri Lankan context.

Methodology

The population consisted of 128 executive employees in the company. Using random sampling method only 80 executives were selected to answer the questionnaire. The questionnaire was designed covering

all independent and dependent variables to obtain the overall effectiveness of the performance management system. The questionnaire included few demographic questions such as age, gender, level of education, period of employment and hands-on experience in using online performance appraisal system. Correlation and regression test was used to measure the associations among variables. To identify the reliability of the research a Pilot Test was carried-out. The pilot survey revealed all variables to fulfill reliability. A Multiple linear regression analysis was conducted to find out the influences between independent variables and dependent variable. The test of multicollinearity was examined by generating via collinearity diagnostics matrix and obtaining variance Inflation Factor (VIF) and tolerance statistics.

Findings & Conclusions

Pearson's coefficient of correlation depicted that all independent variables were strongly linked with effectiveness of the online appraisal system. All correlation coefficients of Rater accountability, Quality of the Evaluation and Utility of the system show positive relationships and the strongest positive significant shows among Rater Accountability and Effectiveness of the system and its Person correlation figure is 0.971 at 0.00 significant. Results indicated no correlation between variables. The highest scale (1.24) on regression analysis signified the Rater Accountability which depicts that there's a positive relationship between Rater Accountability and Effectiveness of the System. The subsequent highest scale is 0.12 which belongs to Quality of evaluation which is significant at 0.06 level. This portrays that there's a positive relationship between quality of evaluation and system effectiveness. Similarly, lowest magnitude of regression analysis (0.30) represents Utility of system and its effectiveness of online appraisal system. Rater Accountability perceived to have low mean values. The results are contrary to the finding by Payne et al (2008) where online appraisal

facilitated the perception of supervisor accountability. Similarly, the perceived Quality of system evaluation questions revealed that the level of perception of employees towards the quality of evaluation low. The company consists of millennials who constantly seek feedback for better performance. The Utility of system indicated that the appraiser and the appraisees were not familiar with the system and its options. Study confirmed that the accountability of the appraiser is low the overall effectiveness of the online performance management system is lower. According to results of Payne et al. (2008), it was found that there is either positive or no effect over employee perception on rater accountability, and quality of the evaluation. Employees perceive the online appraisal system to be less accurate, as most respondents have ranked quality of the evaluation and rater accountability relatively low. Hence the researcher recommends that organisations which have recently implemented online performance system must give more consideration in building the trust of the employees towards the system. Allowing employees to give their feedback about the user interface will supports for further developments. By adjusting the system, organizations will be able to successfully adopt the online performance appraisal system and receive the benefits of increased efficiency in both HR department and in the organization as a whole.

Key Words: Online system, Performance appraisal

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Factors Affecting Work Life Balance of Bank Employees of Non-Managerial Grade

RATN Rathnayaka

Introduction and scope of the study

Work-Life Balance (WLB) is about creating and maintaining a supportive and healthy work environment that enable employees to have a balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. Studies have found that work-life issues impact everyone regardless of individual demographics, social economic status, or family structure (McMillan, Morris & Atchley, 2010). In Sri Lankan context, there are many government and private banks, co-operative banks and financing companies that operate in a competitive environment. They are offering many facilities to customers round the clock hours banking facility, online banking facilities, door step banking facility to attract a higher number of customers by ensuring customer satisfaction while using minimum number of employees with the aim of reducing labour cost. This study was conducted on the non-managerial employees of a large private sector bank (ABC Bank). The total number of employees of ABC bank was 3,688 with 2,334 and 1,354 numbers of male and female employees respectively. According to the Oxford dictionary definition for WLB, the number of hours spent working per week working compared with the number of hours spent with family. Various factors determined the WLB of an employee. Organizational culture is an important factor which determines the WLB of employees. Generally, the number of working hours, personnel interactions and leadership styles are determined by organizational culture (Rose, 2010). Study was conducted to identify the factors affecting work-life balance in ABC Bank's employees. It is mainly focused on non-managerial level employees of ABC Bank. The main

objective of the study was to explore factors affecting work life balance of the employees of ABC bank in Gampaha district. In order to achieve the main objective, the study was conducted with two specific objectives, namely, to predict the factors affecting work life balance of the employees of ABC bank and compare the strength of predictors of WLB.

Methodology

The non-managerial level employees (executives and banking assistants) of ABC bank was the study population. Three branches of ABC Bank in Gampaha District, which were located in similar locations in terms of accessibility to avoid sampling errors, were used for data collection. There could be a significant difference of the WLB between executive level employees and assistant level employees. It was important to study who entertain the higher WLB among those two categories. Based on the literature review, WLB was identified as the main dependent variable. It was measured by considering achievement of personnel goals, present living status, family barriers to achieve career goals and balance between work life and family life, family support, number of working hours, level of responsibility of the family, job related stress and organizational culture are the main independent variables. It was a cross sectional study of a sample survey conducted at a particular time period of 2016. It consisted of mainly quantitative and a minor qualitative analysis. The unit of analysis were individual employees in the branches of ABC bank in Gampaha district. It has been further narrowed down to non-managerial employees of this organization with a sample of 30 respondents. Three similar locations were used to conduct the study to minimize the errors of the study group in terms of accessibility. A limitation of the study was that one branch was operating for 12 hours which may affect the work life balance. A structured

questionnaire was the main data collection tool while key informant discussions also took place. In addition, secondary data was obtained via annual reports of ABC bank. Work life balance also measured by using a questionnaire. Analysis of data was using the Statistical Package for Social Science (SPSS 19.0) and descriptive, inferential statistical tests.

Findings and Conclusions

The mean age of the sample was 28 years. Minimum and maximum age of the sample was 20 years and 40 years respectively. Majority of the sample are of the 21-25 years age category. Fifty seven percent of the sample was females and rest were males. Work Life Balance of non-managerial employees of ABC Bank was measured using a "Likert" scale. Average score for the WLB of the ABC Bank was 59% while 44% being the minimum and 80% maximum. The Pearson correlation value between the number of working hours and work life balance was 0.268. Thus, there was weak positive correlation between these two factors (r = 0.268, p = 0.01). In the Correlation Coefficient between organizational culture and WLB, there is a considerable positive significant correlation (r = 0.671, p = 0.01). The Pearson correlation value between job related stress and WLB, shows no correlation between those two factors (r = -0.140), which may be due to sampling errors or non-managerial employee not willing to provide negative feedback of their organization. According to the Pearson correlation value, there is no relationship between level of the family responsibilities and WLB indicated a negative significant correlation between family support and WLB. Regression analysis was conducted to identify the factors affecting WLB of non-managerial level employees. Since most independent variables were ordinal type, they were converted to dummy variables. According to the regression analysis, the organizational culture and job related stress were identified as significant variables. Other variables such as family support, level of family responsibilities and number of working hours can be excluded as probability values were not significant. Results showed a positive significant correlation between

organizational culture and WLB. According to that, when the organizational culture improves, WLB of the population is enhanced. Employees prefer a supportive culture. When employees are treated fairly, appreciated and valued on their performance, creating a pleasant working environment for employees it contributes to a positive relationship between organizational culture and WLB among the non-managerial employees in the ABC Bank. These practices are recommended to be implemented at the three levels of individual, behavioural and institutional (organizational level) to achieve the intended outcome.

Key Words: Work Life Balance, Bank Employees, Non-Managerial Grade

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An Empirical Study on the Style of Leadership and Its Impact on Employee Engagement of Rubber Tappers (Harvesters) of Regional Plantation Companies in Sri Lanka

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Introduction and Scope of the study

One of the main problems faced by rubber plantations managed by regional plantations companies (RPC) today is the short supply of experienced and skilled harvesters. This negatively affects the financial performance of the estate/ company through low worker and land productivity as well as shorter replanting cycles. Harvester perception on tapping is also negatively affected due to low income levels. Plantation managers have been compelled to employ casual or substitute harvesters in order to minimise loss of crop due to tapping blocks getting vacant as a result of absenteeism. Rubber Plantations managed by RPCs have a serious issue with absenteeism that affects profitability and sustainability. This was an issue for the plantations over a long period of time. The rubber industry alone employs about 250,000 employees which is approximately 2.6% of the national workforce (Central Bank, 2013). However, productivity of rubber plantations managed by RPCs hasn't increased concurrently and significantly in spite of the increases in wages by 355% since 2004. In recent years, it has been more profitable to import rubber latex from large scale producers rather than using locally produced latex which is not cost competitive in the global marketplace. Study consisted of three specific objectives. They were to identify different leadership styles adopted by the rubber estate managers of RPCs, in Sri Lanka, to assess the most influencing leadership style on employee engagement of rubber harvesters of RPC managed rubber plantations of Sri Lanka., and to analyse the relationship between leadership styles of managers and employee engagement of rubber harvesters of RPCs in Sri Lanka.

Methodology

Thirteen rubber plantations managed by six leading RPCs participated in the survey where a questionnaire consisting of two parts (employee engagement and leadership style of the manager) was employed. The questionnaire that was used to obtain feedback was tested in rubber plantations of Lalan Agri Division (LAD) for validation purposes before using the same in the other RPCs. The leadership style was tested through the Blake & Mouton (Djordjevic, et al., 2013) employee's questionnaire (Vision-Council, 2013). The level of engagement of the rubber harvesters was measured through the engagement questionnaire (Armstrong, 2009). Data was analysed using descriptive statistical analysis method. The following conceptual research framework was defined based on theoretical explanations with regard to the concepts emerging from the literature survey. Dependent variable was employee engagement and the impacts on it by independent variables (dimensions of leadership styles) were tested. Dimensions of leadership styles consisted of Impoverished style, Country club style, Middle of the road style, Authoritative style, and Team style. Hypothesized were developed accordingly. Stratified random sampling method was used and was able to sample 37% of the total harvester population of the 13 estates. During sampling, age and gender was also

considered to represent the actual scenario in rubber Plantations managed by RPCs.

Findings and Conclusions

Of the total sample of harvesters 54% were of the age category 31-50. Almost 32% of the sample were males and 68% were females. This tallies with the overall gender representation of RPC rubber plantations. There were 75% Sinhalese and 25% Tamils in the sample. Five clearly identifiable leadership styles were found in the study. In the quadrants of the Grid they fell into two main leadership styles such as "middle of the road" and "team". None of the styles that surfaced precisely fit into the most ideal "leadership model" of either the team or the middle of the road type as prescribed by Blake & Mouton. Instead, the styles surfaced were in respective quadrants. Therefore, the five styles were named after the first five letters of English alphabet (A, B, C, D and E). Of these five styles, relationship orientation was always slightly higher than the task orientation. This could be due to the general nature of dominance of trade unionism in the plantations. However the corresponding task orientation had distinct variances. The highest level of engagement was observed under style C with a mean value of 4.3. This represented the highest level of maturity under team leadership style. Meanwhile, styles B and D recorded the lowest mean value of engagement at 2.4 and 2.1 respectively. Style B represented middle of the road leadership style and style D at lowest level of maturity under team leadership style. Styles A & E recorded a mean value of engagement of 3.6 under each category. Both A & E styles fell between the most mature type of team leadership style and most immature stage of team leadership as such could be considered as a middle level of leadership maturity as per the findings of this survey. Three levels of engagement were also evident as discussed above. Highly Engaged under C leadership style which is about 27%, Semi Engaged under A and E styles, 45%, and Poorly Engaged under B and D styles was about 28%. The highest level of engagement was found under C leadership style. Highly Engaged C leadership style= 27% of the total sample, engaged A & E leadership style = 45% of the total sample and

less engaged B & D leadership styles = 28% of the total sample (Absenteeism was around 20% in RPC rubber harvesters as per survey data). It was proven that the fifth hypothesis was supported by the results of the survey. Higher the team style of the leadership the higher the EE. It paved the way for further research on EE, in order to justify the results applicable to rubber Plantations managed by RPCs in Sri Lanka. It was also revealed that a more mature team leadership style had the highest impact on EE of the rubber harvesters. Coaching for plantation managers to support Employee Engagement was recommended. When absenteeism is not managed well, it can lead to many negative organisational outcomes including fragmentation of the large land areas without productive plantations. It also contributes to the knowledge of the Human Resource Management applicable to the rubber plantations industry managed by RPCs to retain managers, who possess leadership styles most appropriate to improve the engagement levels of rubber harvesters working in these plantations.

Key Words: Employee Engagement, Leadership Styles, Plantation Sector

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The Impact of Industrial Relations on Employee Retention at Grand Royal Hotel

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Introduction and Scope of the study

Industrial relations encompass social, economic and political relationships prevailing among employees and the management of the organization. Researchers have identified the importance of industrial relations in different perspectives. Many of them have tried to understand the importance of labor relations such as maximizing profit of the organization and economic return while strong employee relations are required in order to achieve high productivity and human satisfaction which will result in reducing employee turnover. This strong employee relation depends on a healthy and safe work environment, increased involvement and commitment of all employees, incentives for employee motivation, and effective e-communication system in the organization. Employees are considered as the most valuable asset in an organization. Therefore, better employer and employee relationships will lead to successful output. Labor relations play an important role in managing employer - employee relationships. According to the definition of the Chartered Institute of Personnel and Development, employee relations is a broader term which contains collective bargaining, negotiations and employment legislation. (Turnbull & Blyton, 2008) found that having better employee relations leads to better performance at work. Factors such as competitive salary, friendly working environment, healthy interpersonal relationships and job security were frequently cited by employees as key motivational variables that influenced their retention in the organizations (Harris, 2000), (Sunderland & Jordaan, 2004). Employee turnover is another important aspect to discuss under labor relations. Employee turnover is two-fold as voluntary and non-voluntary. Treating employees in a just manner is a way to manage better employee relationships. Researchers have found that organizational justice and supervisory justice are positively associated with organization-employee relationship quality and there is a positive association with justice and employee turnover (Kim et al., 2017). This study highlights different labor relations practices at Grand Royal Hotel and those needed to increase employee retention. This study enlightens management on various effects of relationship practices between employers and employees in the organization. Study is based on five independent variables and one dependent variable. Independent variables are communication, recruitment and induction, learning and development, salary and benefits and work life balance in relation to industrial relations and dependent variable of the study is employee retention. The purpose of this study was to investigate the impact of industrial relations on employee retention and to analyze independent variables in the organization in relation to industrial relations and its effects on employee retention at Grand Royal Hotel. Study has two specific objectives to obtain a detailed understanding on industrial relations impact on employee retention and to identify whether employees intend to leave the organization due to industrial relations practices. Study examines the management of positive relations between employees and hotel management to reduce the current level of absenteeism and labor turnover.

Methodology

This study has been conducted following the scientific approach and is purely a quantitative research in which the responses from the questionnaires are quantified. The study tested five hypotheses: Communication has a significant positive impact on employee retention; Recruitment and induction have a significant

positive impact on employee retention; Learning and development have a significant positive impact on employee retention; Salary and Benefits have a significant positive impact on employee retention; Work life balance has a significant positive impact on employee retention. Study mainly focused on the operational staff (Junior Executive level) which consists of 258 employees of the organization. The level in which retention is high, consists of a significant number of operational workers. Therefore, 75 workers (Junior Executives) were selected from different departments as the sample. Primary data was collected through a structured questionnaire, consisting of two main parts: (Personal Information) and (Research Information). Personal information included gender, age group, marital status, years of service, and department of employees. Research information included close-ended questions that were developed based on the indicators of study variables. The research instrument was developed using a closed ended statement with a degree of agreement, measured with the five-level Likert's Scale of 1 to 5 from every individual employee's point of view. Secondary data consisted of published books, journals and the web articles.

Findings & Conclusions

Findings indicated a significant relationship between the independent variables and employee retention (dependent variable) with a positive correlation. It demonstrated that communication had a significant impact on employee retention. Recruitment and selection had a significant impact on employee retention. Employee engagement, sustained job performance, employee retention and low turnover are some advantages of best practices in the recruitment and selection processes. Learning and development had a major impact on employee retention thus, it supports the third hypothesis, it. By promoting learning and development, the company provides employees the chance to pursue training and development in directions they choose, not just those company-assigned or related. It was also shown that work life balance has an impact on employee retention. By attending to employee work life balance not only improves employee well-being, but also has links to the organization's bottom line in terms of attracting and retaining top talent. Therefore, by virtue of this research, the management of the hotel can take employee retention strategies related to industrial relations and strengthen communications, recruitment and induction, learning and development, salary and benefits and work life balance which can have a direct influence on the employee retention.

Key Words: Labor Relations, Retention,

Labor Turnover

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Migration of Executives from the Plantations of Sri Lanka

M S E Perera

Introduction and scope of the study

The plantation system in Sri Lanka is a product of colonialism, specialised in exporting tropical goods to Europe that required large tracts of land and a large work force. The plantations are one of the most important areas of agricultural production and largely contributes to export earnings, whilst generating employment to a significant part of the population. The plantation sector includes the cultivation of three main export crops: tea, rubber and coconut and other smaller export crops, contributes to about 7% of GDP and provides direct and indirect employment to approximately 1.2 million people. Plantations also control the lives of the resident work force by providing housing, water, welfare and many other facilities that affect the lives of workers and are structured and managed by a rigid hierarchy. However, experienced Management Personnel have left the plantations creating a management void affecting the industry, as any organisation or industry is dependent on the quality of the leadership it possesses, for its survival and growth. Plantations employ approximately 1000 executives. During 1999 - 2001, 211 planting executives have left the plantations and a majority had left prematurely. In 2001, 15% of executives left the plantations, having worked for over 10 years. According to the Ceylon Planters Society, during 2010-2015, around 75-100 planting executives have left plantations, each year. The industry has been affected as a result of the loss of experienced personnel creating a management void and investments made on human capital are lost thereby having a negative impact on the national economy as plantations make a significant contribution to the economy. With the present competitiveness in

society, many planters' families now live in main cities to be closer to good schools to ensure their children's education whilst the planter lives in the plantation by himself which is a reason for leaving the plantations prematurely. The survival and growth of any organisation or industry is dependent on the quality of the leadership it possesses, and when this declines, its repercussions would be felt not only in the industry, but also in its immediate environs and in society. The question to be addressed was what are the dissatisfying/ motivating push and pull factors that lead to executives wanting to leave the plantations? This study aimed to investigate reasons for the above and recommend suitable courses of action.

Methodology

Data collection was conducted by a questionnaire and interview method. Questionnaires were circulated (mail interviewing) to executives who are presently in planting, and to those that have left planting prematurely. This was followed up by personal interviews and telephone interviews. Spouses of certain planting executives too were interviewed to obtain their views. Primary data were collected and the sample population selected randomly by forwarding the questionnaire to Plantation management companies through the Planters Association and the Ceylon Planters Society. Married and Single executives were surveyed. The questions were closed and direct on the Likert scale. Maslow's, and Herzberg's motivational theories and Content and Equity Process theories were taken into account in formulating the questionnaire. Those interviewed was located in the Nuwara Eliya, Ratnapura, Kalutara districts. In respect of those that had left planting it was limited to those whose addresses were available. Responses were received from 131 executives, approx. 15% the executives on plantations.

15

Findings and conclusions

Results show that planters enjoy better facilities in comparison to management executives in other fields of employment. Despite this, Managers and Assistant Managers leave plantations prematurely. The reason for the plantation executive to leave prematurely can be due to job dissatisfaction and or dissatisfaction with the work environment, as manifested in the content and equity theories of work motivation. Research findings suggest that they leave the industry mainly because of Dissatisfiers and the lack of Motivators. The causes for Turnover are based on the economy; industry trends; company performance; company culture; job characteristics; and also based on individual differences. The research indicates that a majority of the executives expressed dissatisfaction with their pay, while some were dissatisfied regarding performance led rewards and others work stress. Some had family commitments, children's education and time with family as reasons to leave. (52%) stated that their family members had requested them to leave the job and (78%) expressed that the partner was involved in career decisions. (76%) noted the absence of a future of the industry (60%), career Growth and (51%) recognition as reasons for making the decision to leave planting. However, only (25%) cited dissatisfaction with job or company culture (32%). It was also seen that (76%) were happy with the physical work environment and (67%) expressed job satisfaction. It was observed that the plantations today are unable to provide satisfaction and/ or motivation to the employers above the push and pull factors that contribute to migration. There is a vacuum in meeting their basic needs of pay and rewards or perceived social requirements (family). In relation to Herzberg's two factor motivation theory, there are more factors that do not satisfy than factors that motivate. This is due to the management not being able to understand being unaware of employers' requirements in relation to their needs, or not being attuned to the vast changes that are taking place in the environment. It could be concluded that executives are leaving plantations due to dissatisfaction with their work / work environment

compared to similar jobs in the city together with seeking to satisfy family priorities and his personal and professional growth.

Key Words: Migration, Plantations, Executives

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Influence of Rewards Systems on Performance of Employee in Financial Institutions

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Introduction and scope of the study

The efficient-functioning of an organization to achieve its goals and objectives depends on the organization's human resources up to an excessive extent. According to Opatha (2012), Human Resource Management (HRM) is the efficient and effective utilization of human resources to achieve the goals of an organization. Organizations consider that the most valuable and important asset is competent and quality employees they call human capital.

The study expected to investigate how reward systems affect employee performance in the finance industry. The main objective of this study was to determine the impact of rewards system of a company on employee performance. Specific objectives of the study were to examine the influence of extrinsic rewards on employee's performance, to determine the influence of social rewards on employee's performance, and to determine the influence of intrinsic rewards on employee's performance. The conceptual framework based on reviewing literature developed main hypotheses for this study on three relationships. They are; relationship between extrinsic rewards and employee's performance, relationship between Social rewards and employee's performance, and relationship between intrinsic rewards and employee's performance. The dependent study variable was employee performa nce.

Methodology

One hundred employees from five finance companies located in Anuradhapura district was selected as the

data was collected through questionnaires and analyzed to attain the research objectives. The first part of the questionnaire consisted questions on demographical information. The second part consisted of instruments to measure employee performance and reward systems. Data presentation tools are used as tables. Descriptive statistics and inferential statistics were used to justify the quantitative nature of the data. The study used regression analysis, Statistical Package for Social Science (SPSS) version 21.0 software to analyze data. The sample consists of 60% male and 40% female respondents. Age was categorized into 3 levels, both male and female owners in the age category of 36-60. Cronbach's alpha test was performed to test the internal reliability of variables. Multiple regression analysis was used to discover the influence between independent variables and dependent variable.

Findings and Conclusions

The analysis revealed that majority (43%) of employees have been working for 0-5 years, and 20% for above 20 years. Mean values for the all variables are significantly high, which mean that employee performance of most respondents was at a level higher than moderate. The study revealed that the level of employee performance of respondents is at the moderate level. According to the regression analysis, the extrinsic rewards, social rewards and intrinsic rewards have a significant positive influence on employee performance. The study has concluded that the influence of rewards system on employee performance was positive. Extrinsic rewards, social rewards, and intrinsic rewards had positive influences on the performance of employees. Production incentive can be suggested as an effective way to increase the employee performance.

Keywords: Employee performance,

Reward systems, Financial Institutions

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Impact of Motivational Factors on Retention of Operational Level Employees at Hi Fashion Holdings (Pvt) Ltd

Thisara Rathnayake¹ & I P Kaluarachchi²

Introduction and scope of the study

Employee motivation is an important factor that can help the employer retain employees and improve organizational performance. According to Bidisha and Mukulesh (2013), Employee retention is concerned with keeping or encouraging employees to remain in an organization for a maximum period of time. As Armstrong (2014) stated, motivation is the strength and direction of behaviour and the factors that influence people to behave in certain ways. Hi Fashion Holdings is a garment factory situated in the Homagama industrial processing zone selected for this study. It was established in 2004 with the intention of becoming a major contributor to the garment industry by adding print/embellishments to clothing exported from Sri Lanka. However, it is observed that the organization has been experiencing an employee retention problem over the years. Previous research has identified that the apparel industry has been suffering from higher labor turnover over the past decade. Today many organizations in the apparel sector are facing a big issue with employee retention. Hi Fashion Holdings have implemented facilities to motivate their employees and the annual motivational budget is 4.6 Million Rupees. Although they spend a large amount of money to develop employee motivation, the company has been experiencing a labour shortage over the years. Retention rates of different occupations depend on mixed factors such as salaries, motivations, and promotions amongst other things. The purpose of this study was to investigate the impact of motivation factors on employee retention and to construct a model to predict the intention of employees to retain in HI Fashion. Independent variables were Monetary Benefits, Recognition, Supervisory Support, and Working Environment. The dependent variable was Employee Retention. The main objective of the study was to identify the impact of motivational factors on employee retention of operational level employee at Hi Fashion holdings (Pvt.) Ltd.

Methodology

For this study, a sample from Hi fashion holdings (Pvt.) Ltd. Was selected. It was based on primary data gathered from a sample of 60 operational level employees through a questionnaire. There were 645 employees representing different job categories and 60 operational level employees selected as the sample. Simple random sampling technique has been used to select the sample. Structured questions were used as a tool for the quantitative data collection on variables. The questionnaire was distributed among the 60 operational level employees. Hypotheses were developed to test the Employee retention with motivational factors, monetary benefits, recognition, supervisory support, and working environment.

Findings and Conclusion

Correlation analysis was used to find the correlation existing between the variables. The Pearson's coefficient of correlation was conducted to measure the association between independent variables and the dependent variable. Motivation Factors were strongly associated with the Employee Retention. All correlation coefficients of Monetary Benefits, Recognition, Supervisory support and Working Environment show positive relationships.

The strongest positive significant association shows in between Recognition and Employee Retention and its coefficient of correlation is 0.746 at a 0.01 significant level. (r= 0.746, p< 0.01). There is a positive correlation between Monetary Benefits and Employee Retention with a coefficient of correlation is 0.739 at a 0.01 significant level. (r= 0.739, p< 0.01). There is a positive correlation between Supervisory Support and Employee Retention with a coefficient of correlation is 0.618 at a 0.01 significant level. (r = 0.618, p< 0.01). Next, there is a positive correlation between Working Environment and Employee Retention with a coefficient of correlation is 0.380 at a 0.01 significant level. (r= 0.380, p< 0.01). Multiple linear regression analysis was used to investigate the impacts between independent variables and the dependent variable. The model summary of the regression analysis (R = 0.8) indicates success in predicting elements. In the present study, R2 is 0.70 Thus, 70% of the variation in Employee Retention is explained by Motivation Factors. F-value was 32.38 at significant level of 0.01. According to the above coefficient table, the regression coefficients of Monetary Benefits, Recognition, and Supervisory Support are statistically significant. As the results of the regression analysis, the highest magnitude (0.365) represents the Monetary Benefits. In this case the regression coefficient is 0.365 at a 0.01 significant level. Thereafter, 0.302 belongs to Recognition and it is significant at a 0.01. The next highest magnitude is 0.222 belonging to Supervisory Support. Although positive relationships show in Working Environment, regression coefficients are statistically insignificant. As per the findings, a majority of the operational employees do not agree with current monetary benefits, recognition and supervisory support. Most of them are dissatisfied about monthly salary, bonuses and incentive paid by the company. Apparel sector has to compete with other sectors, especially service sector industries such as tourism and retail, to retain employees. Wages offered by these sectors are competitive and in some cases slightly higher than the wages offered by the apparel sector. In order to compete with the other rival sectors and retain employee the company has to offer higher salaries. For that management has to do a salary survey and readjust accordingly to the market rate. Ultimately, offering competitive salaries and creating attractive working environments, providing more gender sensitive working options, enhancing the social recognition and professionalization of jobs are some measures that can be taken to address the issue.

Key Words: Motivational Factors, Retention, Operational Level

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The Impact of Job Description on Employee Retention of XYZ LPO Ltd.

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Introduction and scope of the study

Many organizations are looking at outsourcing operations in order to save costs. As such, developing countries have opened their doors to the Business Process Outsourcing (BPO) sector. BPOs has fast become very popular as it is very easy to establish the organization and to recruit people for almost half the cost it would take to recruit a similar person in foreign markets (Silva, 2014). Most BPO companies only advertise the basic requirements, in order to attract potential candidates. However, the real job description is never published and in most organizations they do not even provide a job description to its employees. This study is focuses on a single organization in Sri Lanka, which is an upcoming Legal Process Outsourcing (LPO) organization. All BPO organizations are facing a common issue of very high attrition which is approximately about 37% in call center operations and about 26-28% in non-call centers whilst in some organizations this can reach a 100% (Simhan 2016). XYZ LPO Ltd during its inception, recruited 20 people of which 6 resigned within the first 8 months since they could not cope with the requirements of the job. During the first year the organization was facing an attrition rate of 50% and with continued growth of three years still had an attrition rate of 45%. During the exit interviews conducted of the 24 employees who resigned during the year 2018, 16 stated that the one of the main reasons for their resignation was that employees did not have a proper idea of what was expected of

them. Therefore, this study attempted to answer the question "is there an impact of job description on employee retention"? The conceptual framework is based on the extensive literature survey. Two variables were undertaken for the study. As one of the objectives of the study was to identify the relationship between job description and employee retention, employees' retention was considered as the dependent variable and job description was considered as the independent variable. Main objective of the study Main objective of the study was to identify the impact of job description on employee retention in BPO organizations. Specific objectives were to identify the relationship between job description and employee retention, to assess the level of employee retention of the company, and to suggest ways to improve their employee retention of the company.

Methodology

Based on the conceptual framework, there were two main dimensions for the independent variable, which was job description. Accordingly, the dimensions have been split into five questions in the questionnaire to highlight employees' knowledge on the job descriptions. Four questions have been allocated to capture the management's perceptive of the job description. Two dimensions were then used to further illustrate the dependent variable factor, which is employee retention, by using three questions to understand the employee's intention to remain and three questions to show the organizations standard towards employee retention. XYZ LPO Ltd consists of 84 employees and for the purpose of the research all the employees were considered as a sample for this study. This situation is known as complete enumeration. Sekaran and Bougie

(2010) categorized units of analysis to individuals, dyads, group, organizations and cultures. As the interest was in individual employees in the selected organization, the individual employee is considered as a unit of analysis. Data was collected by questionnaire-based surveys.

Findings & Conclusion

Throughout the research, upon reviewing the information obtained from the questionnaire distributed among the employees of XYZ LPO, it was clear that a majority of the staff have been with the organization for more than six months, which goes to show that the attrition rate of the company is at a low number. However, it was noted that this was evident not just as the organization has good job descriptions and that the employees are treated well, but it is also attributed to various other factors of the organization. The data also showed a culture in the organization where the management considers the employees' needs making decisions about the organization. Another point noted was that a majority of the employees responded with a positive image of the organization and its management. Further analysis showed that the employees upon being provided with the job description was made aware of what was exactly needed from them and what the organization expected of them. It is fair to assume that the organization has made an effort to break the norm of the industry to provide good job descriptions and also the required support and training to understand the employee's needs. The organization as a whole should consider the ability that they possess to reach out to the public and maintain a positive image. This is important, since an outsider who is looking at joining the organization would consider these views prior to joining. Upon reviewing the facts that were obtained through the study, it was noted that although the organization's relationship with employees and the current policy it follows to provide its employees with good job descriptions does have an impact on the retention of its employees. The organization should consider looking at factors that help them to achieve a good employee retention rate.

Key Words:

Job Description, Employee Retention, Business Process Outsourcing

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Sustainable Business Performance of Ceytea through Transformational Leadership: A Case Study of a Leading Tea Manufacturing Company

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Introduction and scope of the study

Ceytea is a critical component of the Unilever global iced tea market, being the main instant tea powder supplier to their supply chain. Refused tea is the main raw material used for manufacturing of instant tea powder. Ceytea has been able to achieve sustainable business performance mainly through transformational leadership, lean manufacturing techniques and strategic sourcing of raw material. Among those factors, transformational leadership is considered as the key driver for the success story of Ceytea. The leadership styles demonstrated by the three leaders were instrumental in turning around the company from a risky position to the current level. More recent concepts of sustainable development now recognize that it relies on the intersection of three important principles related to the environment, social quality and economics which is the triple bottom line approach (Bansal, 2002). The environmental principle demands that society protects its environmental resources. The social-equity principle reveals that everyone, independent of initial endowments, be treated fairly. The economic principle requires adequate production for society to maintain a reasonable standard of living. It is of utmost important that equal consideration is given to each of the bottom lines when it comes to social constructs as well as organizations. In the journey of Ceytea, transformational leadership has played a predominant role. More evidence has been accumulated to demonstrate that transformational leadership can move followers to exceed expected performance, as well as lead to high levels of follower satisfaction and commitment to the group and organization (Bass, 1985). Further, he argued that, the key attributes of transformational leadership are individualized consideration, intellectual stimulation. inspirational motivation and idealized influence. The specific objectives of this case study were; to describe how Ceytea was able to achieve sustainable business performance, to study transformational leadership in this case setting, and to assess whether sustainable business performance is determined by transformational leadership with lean manufacturing techniques and strategic sourcing of raw materials. Barney (2002) came up with a four-dimensional measurement approach to operating performance, which are; enterprise survival, stakeholder benefits, accounting indicators and profit indicators. Business performance can be monitored through a comprehensive instrument called á balanced scorecard approach. This takes into account both financial and non-financial indicators. A case framework was developed based on the initial qualitative inquiry and verification of substantial amount of secondary data supported by a series of milestones and key events in the company. Outcome of sustainable business performance is achieved through transformational leadership supported by lean manufacturing techniques and strategic sourcing of raw material.

Methodology

Qualitative research method was adopted for the purpose of analyzing this case study of success story of Ceytea. As indicated earlier, secondary and primary data were collected for the same. Twenty (20) in-depth

interviews and eight (8) focus group discussions were carried out. Interviewees were selected representing all the senior managers and the functional heads and four (4) member focus groups representing diverse business clusters. In addition, factory visits were carried out to witness how Ceytea has been transformed to the level of best global Unilever manufacturing facility within a very short span of time. Quantitative data was collected in the form of organizational performance records using such materials as the manufacturing scorecard, internal log data and publications, newspaper articles and the corporate website. Secondary data was purely utilized for substantiating process of what people are speaking about. Both qualitative and quantitative data were analyzed to identify the driving factors of the business.

Findings & Conclusions

The case study aimed at exploring the sustainable business performance of Ceytea and unfolding the factors which drove this performance. Ceytea was instrumental in achieving economic prosperity along with environmental stewardship and social wellbeing. Their consideration towards the environment is visible through the downward trend of the environmental foot print. A pleasant working environment with lots of engagement activities throughout the year made the business to sustain. Transformational leadership was clearly visible at Ceytea where three people were leading Ceytea during the case study period. Replacing the tea industry experts with operational experts, the legacy practices were challenged, and best practices were brought in to the table. A vision was created to uplift the moral level of the people after the tragic situation prevailed at Ceytea. Status quo was challenged by agitating the entire mass through right people at right place. Individualized consideration was provided to get the best out of each person. An open atmosphere was created to get the novel ideas; hence people were not hesitating to try out new things, failing fast and learning fast as well. People were treated the leaders as role models due to their ethical behaviour and integrity. Survival of a business enterprise is at utmost importance to obtain sustainable business performance. In the global

landscape of a multinational company such as Unilever, existence of a sourcing unit is at extremely pressurized stake having to comply to international standards. The turnaround Ceytea has valuable learning outcomes for the industry to grad and replicate the importance given to the upstream sourcing function, which played a pivotal role in the supply chain. Having a performancebased culture in Ceytea has transformed the company to greater heights. The same can be implemented in Sri Lankan companies where the entire staff should be categorized into different divisions based on the discipline they work in the organization and then each category should be given specific targets in line with the company overall targets. Thereafter, the same should be cascaded down from top to bottom and the monitoring of the progress will have to be done periodically. As Ceytea does, the incentive to each person on performance only will clearly make a drastic turnaround in the status quo.

Key Words: Sustainable Business Performance, Transformational leadership

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CATEGORY B

CIPM Students

Factors affecting the Implementation of Skill Based Component of the Monozukuri Concept at Noritake Lanka Porcelain (Pvt) Ltd

M M D A Senarath

Introduction and scope of the study

The Monozukuri concept is a philosophy that has roots connected to Japanese culture. The simplest form of the concept can be described as the process of making an excellent product. The Japanese Monozukuri concept emphasizes that the quality of the product is heavily dependent on the skill of the maker. Therefore, improvement of the necessary skill of human resources that are engaged in the production process is of great importance when implementing this concept in an organization. Noritake Lanka Porcelain (NLPL) is the leading porcelain manufacturer of the island with an extended and well-developed export market. The implementation of the Monozukuri concept was initiated in the company in 2011. The skill-based training for the human resource required for the implementation of the Monozukuri concept is given under four areas: Safety, 2S (Seiri and Seithon), 3 Tools (tact time, cycle time, standard stock) and Quality (Japan Institute of Plant Maintenance, 2014). NLPL has a workforce of 1279 employees and the total engaged in the Monozukuri process is 118. The target of the management is to maintain 10% of the total workforce as Monozukuri qualified employees. The expectation is to use these 10% of employees to transfer knowledge to the rest of the staff. However, the management has figured out that most of the employees are still at two initial levels (Bronze and Silver) despite the continuous training that they have been receiving. The study aims to identify the factors that affect the implementation of the skill-based component of Monozukuri concept and how the final outcome is influenced by the considered factors. Independent

variables were, skills of the trainer, evaluation methods, training technique and training environment. Dependent variable was implementation of the skillbased component of the Monozukuri concept. The knowledge base the trainer owns regarding the relevant field of interest coupled together with the technological expertise of the trainer will result in an overall successful training session (Keyes, 2006). Training techniques play an important role in the process of implementation of a novel concept such as Monozukuri. The techniques that are used to transfer the concept to the workforce to make the employees become familiar with the concept should be chosen in a very effective manner. The implementation of the Monozukuri concept at NLPL was initiated back in 2011 and is being put into continuous action since then. There are four basic activities and different tools under each of these sections such as maintenance sheets, time observation tools and flow charts to monitor and evaluate the implementation of the skill based Monozukuri component at NLPL (Introduction to Noritake Monozukuri Activities, 2014). The overall objective of the study was to identify the factors that affect the skill-based component of the Monozukuri concept at NLPL. Noritake defines Monozukuri's basic intention as the development of the human resource in the organization. According to the vision of Noritake, the management wishes to incorporate the Monozukuri concept to deliver customer satisfaction, to provide a safe and happy workplace for its employees and to maintain extraordinary standards of perfection in their products. Therefore, to explore and identify the training methods used under this implementation in different production areas while understanding how certain factors affect the implementation was the primary objective.

Methodology

The Research Onion model was used as a guideline to plot the outline of the study. The total framework of the research can be described using this model. The organization had a total of 1279 employees, out of which 118 are engaged in the Monozukuri training activities. These 118 employees belong to approximately 19 departments. The sampling method used was stratified random sampling. The 118 respondents were given a questionnaire and 24 selected for interviewing. Interviews were conducted using a pre-structured questionnaire. Secondary data was gathered using company records Data analysis was done using the mixed methodology. The open ended questions used in the questionnaire and the interviews were analyzed qualitatively using the narrative analysis techniques.

Findings and Conclusion

The Pearson's correlation value for the Skills of the trainer was 0.408 depicting a moderate positive correlation. The Pearson's correlation value for Evaluation methods and the implementation of the Monozukuri concept was -0.202. It should be noted that the questions were focused on current evaluation methods in the organization regarding the Monozukuri concept, and the negative feedback given by the employees result in the negative coefficient.

The Pearson's correlation value for Training Techniques and the Implementation of the Monozukuri concept was 0.215 resulting in a weak positive correlation and for Training environment and the Implementation of the Monozukuri concept it was 0.531 depicting a moderate positive correlation. Regression analysis resulted in positive relationships between the skills of the trainer, training techniques and the training environment. The inverse relationship between the current evaluation methods and the implementation of the Monozukuri concept suggested that the employees were not in favor of the current evaluation methods carried out by the organization for the evaluation of the Monozukuri activities. Evaluation methods used in the organization

were less practical. As the concept used a vast majority of tools and documentations to track the production process and monitor events, classroom training sessions and tests were used as common methods of evaluation. It was concluded that the employees preferred a more practical approach to evaluate the gained knowledge. Furthermore, different departments worked differently with Monozukuri requirements due to the nature of their work. The two common training techniques popular in the organization were classroom training sessions and on the job trainings. Also the usage of tools and documentation should be clarified clearly using classroom training sessions. The evaluation methods used for the Monozukuri evaluation should be done by focusing more on the practical side of the concept. Thus, the activities conducted in the factory floor should be given more priority than the classroom training sessions.

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The Impact of Non-Monetary Rewards on Employee Engagement in A Lubricant Company PLC

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Introduction and Scope of the study

Non-financial incentives are the types of rewards that are not a part of an employee's pay. Typically, they cost the company little to no money, yet carry significant weight. Incentives of this nature are particularly effective for workers who are comfortable with their salaries or have been in the position for a long time. As companies continue to make cuts to employee compensation, non-financial incentives for employees are more crucial than ever (Wagepoint, McKinsey & Company (2009) states that the top three non-financial incentives are identified as praise and commendation from immediate manager, attention from leaders, and opportunities to lead projects or task forces. Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. An engaged employee is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged employee has a positive attitude towards the organization and its values (Macey, 2008). ABC Lubricant Company PLC engages in blending, manufacturing, importing, disturbing and manufacturing lubricants oil, greases, brake fluids and specialty products in Sri Lanka. The company offers its products for industrial, commercial and consumer applications. ABC Lubricant Company PLC was incorporated in 1972 and it's based in Colombo Sri Lanka. Preliminary discussion with the Head of HR of the company showed that non-monetary rewards provided to the employees had an effect on Research Symposium 2019

their employee engagement level. Moreover, the initial conversation with the head of the HR of the company denoted that the company provides various benefits to the employees, while implementing valuable programs to enhance the employee engagement level. The setback was that the company has no coherent idea whether these initiatives actually uplift employee engagement and whether those are enough to increase engagement of employees to a greater level. Therefore, it is important for the company to understand, whether there is an exact positive impact on providing non-monetary reward, on increasing the employee engagement level in the company.

The main objectives of the research were to identify the relationship between non-monetary rewards system and employee engagement, and to analyze the impact of non-monetary rewards on employee engagement' The conceptual framework has been mainly established based on the study done by Hoole and Hotz (2016), Bustamam, Teng & Abdullah (2004), and Aragón et.al. (2013). According to the framework, non-monetary rewards of performance and career; organizational learning; and feedback were the independent variables while employee engagement was considered as the dependent variable.

Methodology

Data has been collected as a large sample from the selected Lubricant organization, thus a quantitative research design was adopted. A structured questionnaire was used to collect primary data. A questionnaire was developed and designed in English and translated into Sinhala which was distributed among the plant workers. The questionnaire included 32 questions covering all 8 constructs. The total population of the company was 100, and the selected sample size was 80 employees, covering the whole organization in every category

and cadre. The sample technique was non-probability convenience method.

Findings and discussion

The correlation coefficient value and sig. value between the performance and career and employee engagement is r=0.481 and p < 0.001. This indicates that there is a positive relationship between the performance and career and employee engagement. In addition, it also represents the performance and career has a moderate relationship towards the employee engagement. The value of p < 0.001 represents there is a highly significant relationship between two variables. The independent sub variable of organizational learning indicates the values of r = 0.623 and p < 0.001. These values explain that there is a positive moderate relationship towards the employee engagement and the sig. the value indicates a correlation between organizational learning and employee engagement. It is highly significant. The correlation coefficient value and sig. a value between the feedback and employee engagement r=0.394 and p < 0.001. These values explain that there is a positive relationship towards employee engagement albeit weak. The value of p < 0.001 represents there is a highly significant relationship between the two variables.

All dimensions have a positive relationship towards the employee engagement. According to interprets the sig. values of p = .002, p = .000 and p = .138 consequently. Thus, it has been determined that the first two variables are significant predictors of employee engagement. Conversely, the variable feedback had no significant influence as a predictor towards employee engagement. Through the outcomes of regression analysis, it was apparent that the two variables; performance and career and organizational learning are more consistently significant than the feedback, therefore, it can be concluded that these variables had the most influence on employee engagement. There was an impact of performance and career and organizational learning on employee engagement in ABC Lubricant Company PLC. Moreover, there was no impact of feedback on employee engagement in the selected organization. The main objectives of this research were to identify and analyse the the relationship between non-monetary rewards system and employee engagement. Thus, it is evident that there are positive relationships between performance and career, organizational learning and feedback with employee engagement. Despite there being no significant impact of feedback on employee engagement, there is an impact of performance and career and organizational learning on employee engagement in ABC Lubricant Company PLC.

Key words: Non-monetary Rewards, Employee engagement

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Factors Affecting Job Satisfaction of Employees in an Organization

Narendra Mahawatta

Introduction and scope of the study

The concept of job satisfaction has been developed in many ways by different researchers and practitioners. Locke (2004) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". ABC Company is one of the subsidiaries of a group of companies. It is the Sole Authorized Distributor for a host of leading global brands of office peripherals, which has offered 120 job opportunities under wide employment areas. The company was experiencing negativity with regard to employee retention and satisfaction. The main objective of this study was derived as to find the factors affecting job satisfaction of the employees of ABC Company. Sang et al. (2008) noted that job satisfaction is a measure of occupational wellbeing. Poor occupational wellbeing generates negative outcomes such as increase turnover rate and reduces productivity of the organization. Statistical data obtained from the company from 2013-2017 implies that the company experienced somewhat high labour turnover. It has lost more than 30 employees during these 4 years; 7 employees per year. The customer survey which had been conducted at the end of 2017 indicated that service quality and customer care were stated as highly dissatisfied areas by almost all the customers. This has impacted on overall productivity measurements. The top management has introduced many HR practices over the past few years to influence employee retention unsuccessfully. Job satisfaction is one's positive feeling towards their job. It depends on the type of job and working environment. Satisfied employees have a clear idea about the importance of the job, awareness about responsibilities results of their contribution (AL-Hussami M 2008). Social needs refer to the need to bond with other human beings, be loved, and form lasting attachments with others. In

fact, attachments, or lack of them, are associated with our health and well-being, Baumeister, R. F., & Leary, M. R. (1995). The satisfaction of social needs makes esteem needs more salient. Esteem need refers to the desire to be respected by one's peers, feel important, and be appreciated. Finally, the highest level of the hierarchy, is the need for self-actualization. Aforesaid literature was the primary base for the conceptual design and hypothesis building of the research since the main objective was to find the factors affecting job satisfaction of employees in ABC Company. Pay package, career advancement, work, relationship with supervisor and relationship with co-workers were independent variables whilst job satisfaction, the dependent variable of this study.

Methodology

The study was built up as a quantitative research. The target population were 120 and 60 of them were randomly selected to fill out the questionnaire. The study was undertaken in both simple random sampling and stratified sampling in order to get the feedback from employees who represent all the job categories. The research employs both primary and secondary data collection methods by distributing a questionnaire and gathering data mainly through the company's annual reports. The questionnaire consisted of two parts. Part one was designed to collect data related to the workers' personal profile and variables to find out the factors affecting job satisfaction. The final question was elaborate the general opinion regarding job satisfaction. The questionnaires consisted of 32 questions in total. For the predominant purpose of analysing the degree of the relationship between each independent variable to its dependent variable, it followed correlation – coefficient analysis and regression analysis with the support of SPSS software.

Findings and Conclusions

Every independent variable had a positive relationship with the dependent variable, where the increase of each independent variable will positively impact on the dependent variable. The first independent variable has a 0.212 degree of co-relationship with job satisfaction. Career advancement has resulted in 0.324 value of corelation. Work itself as the third independent variable, encountered in 0.176 of co-relation. As per the investigation, Supervisor Relationship has 0.153 of corelation and has the least degree with the relationship between job satisfactions. Finally, co-worker relationship has the highest correlation rate of 0.360. Further, the R value of the independent variables, Pay Packages, Career Advancement, Work Itself, Supervisor Relationship and Co-worker relationship have resulted in a way as 4.5%, 10.5%, 3.1%, 2.4% and 12.9% respectively. The significant value is being analysed under co-efficient. Statistically proven and standard value is taken as below the 0.005 range of the significance value. All the above results merged, show that only two alternative hypotheses that can be taken as granted, while the other three alternatives have to be rejected. All the employees are having a general satisfaction on Pay Packages, Work Itself and the Supervisor Relationship. Therefore, these independent variables do not significantly affect job satisfaction of the employees in ABC Company. All the independent variables have a weakly positive correlation with the dependent variable of job satisfaction since each and every value is in between 0.1-0.5. Comparing the above values, it indicates that two independent variables, named as Career Advancement and Co-Worker Relationship have reached slightly a higher value among the others as 0.324 and 0.360 accordingly. Among all five independent variables, Career Advancement and the Co-worker relationship only exists for more than 5% of variation in R value. Only Career Advancement and Coworker relationship recorded significant values.

"Career Advancement and Relationship with Co-workers" are the major independent variables among five, which significantly affect job satisfaction of the employees in ABC Company. It concludes that the organization has

to be more focused on improving career advancement and relationship with co-workers in a sound manner rather than focusing on pay package, relationship with supervisor and the background of the assigned tasks. The research study recommends a method to increase the focus on career advancement by undertaking "X and Y Theory." The organization should transform their promotion policy to enhance a two-way dialogue especially for employees related to sales, technical and other administration staff. Therefore, it adds value to the company in all perspectives. Adding a new layer as team leader between the technical manager and technical executive, sales manager and senior sales executive will motivate individuals at the same time to reduce the gap between the manager and the lower layers of the organization. Based on Douglas McGregor's Theory X and Theory Y, the managerial aspect of the "Y" would be to have a bottom up approach which enhances empowering and giving rather than having a downward approach which leads into an authoritarian and repressive style which creates de-motivation and negative impacts.

Key Words: Job satisfaction, Career advancement

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HRM Practices for Effective Knowledge Sharing in Organizations: An Empirical Study

Sujani Madushika Mahawatta

Introduction and scope of the study

The knowledge economy has made drastic changes in employment by transforming labor-intensive jobs into knowledge-intensive ones. Employment in the knowledge economy is characterized by excessive demand for high-skilled and more knowledgeable workers. With widespread recognition of peopleembedded knowledge as the most distinctive resource available for the firms, recently studies have focused on the role that people and HR functions can play in advancing organizational knowledge. This necessitates a drastic change within human resource management in order to respond to the challenges and demands of the knowledge economy. In the context of knowledge management, most scholars have highlighted the importance of a fit between Knowledge Management and HRM initiatives. But those studies have not been precise as to which HR practices affect employees' knowledge sharing behavior. Being reinforced by the above rationale, with the aim of providing a practical guide to deal with HRM and its associations with the organizational knowledge sharing, this research was projected to carry out an empirical study with the core objective of investigating the association between HRM practices and knowledge sharing behavior perceived by the executive and above grade employees in Sri Lankan private sector banking organizations. This study attempted to reach two primary objectives: to identify essential HRM practices which influence effective knowledge sharing; and to examine the moderating effect of organization-based trust and organizational culture on the relationship between HRM practices and knowledge sharing. Based on the principles of highperformance work system (HPWS) five constructs were added to the study under the title of HRM practices. HPWS can be defined as the right combination of HR practices, work structures and processes that maximize the knowledge, skills, commitment, flexibility and resilience of employees (Bohlander & Scott, 2013). These HRM practices include Recruitment and Selection, Compensation and Reward Management, Training and Development, Performance Management and Teamwork. In this study, the direct influence of each of these human resource management practices against knowledge sharing was tested. Knowledge sharing can be defined as the fundamental means through which employees can contribute to knowledge application, innovation and ultimately the competitive advantage of the organization. Besides, knowledge sharing among employees as well as within and across the teams allows organizations to exploit and capitalize knowledge-based resources (Davenport & Prusak, 1998). Apart from the above, two other additional variables; organizational culture and organization-based trust were identified as significant factors for employees' knowledge sharing behavior. Therefore, the study tested the moderate effect of organizational culture and organization-based trust on the relationship between each HRM practice and knowledge sharing behavior separately. In an organization, organizational members need to have a trust for the integrity of the organization as a whole. Hereafter in this study, it is referred to as 'organizationbased trust'. Many studies have highlighted that Organization-based trust has a significant impact on knowledge sharing (Goh, 2002).

Methodology

The study was carried out based on data collected from 189 Individuals, who were employed in executive and above grades in private sector banking organizations

33

in Sri Lanka. A Self-Administered questionnaire based on the five-point Likert-scale was used to collect the data. Stratified Random Sampling was employed and research objectives were achieved using the quantitative approach. The Structural Equation Modeling (SEM) method was applied to examine the theoretical model. The collected data was analyzed using SPSS and AMOS 25 data analysis software. The analysis conducted to check the effects of demographic characteristics on variables demonstrated that knowledge sharing was only affected by age. HRM practices; Recruitment and Selection, Performance Appraisal and Compensation & Reward Management are affected by age while team work is affected by the experience. According to the analysis result of moderate variables against demographic characteristics, Organizational Culture is affected by age while Organization-based trust is affected by age and educational qualifications.

Findings and Conclusion

Hypothesis analysis results of the study indicate that performance appraisal practices and team work have a significant positive impact on knowledge sharing. Training and development practices with the moderate effect of organizational culture show a significant positive impact on knowledge sharing. Compensation and reward management practices with the moderate effect of organization-based trust show significant positive impact too. Recruitment and selection practices show neither direct significant impact nor significant impact with moderate effects on knowledge sharing. The purpose of this study was to investigate the association between HRM practices and knowledge sharing among executive and above grade employees in Sri Lankan private sector banking organizations. The overall empirical findings have shown that the HRM practices with the moderate impact of organizational culture and organization-based trust have a significant positive impact on knowledge sharing. Further, it indicates that some individual HRM practices do not directly impact on knowledge sharing but partially provide their contribution. Therefore, as opposed to operating individual HRM practices isolated

manner, forming stable HRM practices that are adopted together as a system, will foster knowledge sharing in an organization. Implications of these findings for the practitioners are clear. An organization hoping to enhance organizational knowledge sharing should pay attention to its HRM practices. In particular, the organizations should emphasize on designing HRM practices so as they discourage the social dilemma to promote knowledge sharing. Further, HR practitioners should pay due attention to the implementation of HRM systems that enhance individual motivation for sharing and transfer knowledge within the firm through transparent and fair treatment of management practices and a positive culture.

Key Words: Human Resource Management,

Knowledge Sharing; Organizational Culture; Organization-based Trust

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The Relationship between Talent Management and Employee Engagement

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Introduction and scope of the study

Organizations need to be effective in extracting their employees' potential strengths, creativity and resourcefulness. 'Talent Management' is a new term for human resources management practices and it is similar to succession planning, which is directed more toward the management of talented employees (Lewis & Heckman, 2006). 'Employee Engagement' is "a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that in turn influences him/her to apply additional discretionary effort to his/her work" (Gibbons, 2006). Engagement of the employees is vital for the success of an organization. Organizations have evaluated related elements within both concepts of talent management and employee engagement such as employee development and satisfaction. However, there is little evidence of empirical studies that show the relationship between the two concepts of talent management and employee engagement. Lack of talent utilization and talent retention plans in several departments of the selected organization were identified through various sources and it has been identified that there was a continuous decline in employees' interest of working compared to the early days of employment. Currently, the link between talent management and employee engagement has not received sufficient attention from researchers in Sri Lanka due to the recent development of the concept in the region. Therefore, this study sought to address this gap by means of a quantitative research. The main objective of this study was to investigate the relationship between 'Talent Management' & 'Employee

Engagement. Specific objectives of the study were to define the relationship between 'Management Support' and 'Organizational Culture', to describe the relationship between 'Work Environment & Policies' and 'Job Characteristics', to assess the relationship between 'Compensation & Benefits' and 'Career Planning & Incentives', and to analyze the relationship between 'Growth & Learning Opportunity' of employees and 'Organizational Support'. The conceptual framework has been developed based on the literature review. According to the framework, 'Talent Management' is the independent variable including measures such as, 'Management Support', 'Working Environment and Policies', 'Compensations and Benefits' and 'Growth and Learning Opportunities. The dependent variable for the study was 'Employee Engagement', measured through dimensions of 'Organizational Culture', 'Job Characteristics', 'Career Planning and Incentives' and 'Organizational Support.

Methodology

The primary data for this study was collected through a survey questionnaire and a quantitative research design was adopted under the deductive approach. The structured questionnaire was divided in to two parts and the first part included a demographic section requiring details such as age, gender, education level, and marital status. The second part focused on talent management and employee engagement where the questions were replicated from the study of Tiwari and Shrivastava's (2013) and Gallup organization. The 5-point Likert scale ranging from "strongly agree" to "strongly disagree" was used to evaluate questions. The questions were validated by using factor-analysis. The population consisted of 362 employees in the head office of the selected organization and the selected sample size was 54 employees. The Stratified Random Sampling method

has been used to select the sample. This study was crosssectional in nature as it was conducted in the first quarter of the year 2018.

Findings and Conclusions

To attain the objectives, the main hypothesis was tested along with four other hypotheses. The correlation coefficient values between 'Talent Management' and 'Employee Engagement' is 0.759 under the significant level of 0.001. This indicates that there is a positive and very strong relationship between 'Talent Management' and 'Employee Engagement'. When considering the two variables of 'Management Support' and 'Organizational Culture', the correlation coefficient value is 0.455 under the significant level of 0.001. This designates that there is a positive and moderate relationship between the two variables. The correlation coefficient values for 'Work Environment and Policies' and 'Job Characteristics' are 0.619 and sig value is less than 0.001 (P < 0.001). This indicates that there is a positive and strong relationship between the two variables. According to the above table, the correlation coefficient values for 'Compensation and Benefits' and 'Career Planning and Incentives' are 0.378 and the Sig value is greater than 0.001 (P > 0.001). There was no significant relationship between 'Compensation and Benefits' and 'Career Planning and Incentives'. Moreover, the correlation coefficient values for 'Growth and Learning Opportunity' and 'Organizational Support' were 0.489 under the significant level of 0.001. This indicates that there is a moderate positive relationship exists between 'Growth and Learning Opportunity' and 'Organizational Support'. The value of P < 0.001represents that there is a high significant relationship between two variables. In the outcomes of correlation between 'Talent Management' and 'Employee Engagement', the significant value is .000 and the adjusted R-square value was accounted for 0.568, which means that 57% of employee engagement explained by talent management factors. A positive and strong relationship was recorded among the two main variables of 'Talent Management' and 'Employee Engagement' and that supports the findings of the study conducted by Salanova & Schaufeli (2008). As an overall conclusion

with considering the hypothesis testing, there is a strong and positive relationship between 'Work Environment and Policies' and 'Job Characteristics.' Furthermore, there is a moderate relationship between 'Management Support' and 'Organizational Culture'. It is

recommended providing more 'Growth and Learning Opportunity' for employees including training programs and support employees for taking courses offered outside the company such as professional qualifications and talent development practices. Furthermore, creating a learning culture would help the employees to grow and always make them realize that the organization values their effort. The main limitation in this study was that the survey was conducted only at the head office of the selected organization.

Key Words: Talent Management, Employee Engagement

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Satisfaction and Performance of Employees in a Sri Lankan Finance Company

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Introduction and scope of the study

Human resource is a vital asset for organizational development. If employees are satisfied with their job, they best perform at their best and profit margins will also increase. In this research, the impact of job satisfaction on employee performance was analysed. The leasing and finance sector organization was selected for the study. The company expanded rapidly and diversified not only into finance but also hotels. The organization has 62 sub branches all around the country. According to annual reports of X Finance (Pvt) Ltd., the company's performance had declined with a shortage of profit. As a result, employees were held responsible for not achieving targets. A successful service organization has invested resources in programs to increase job satisfaction and their employee's performance. According to Spector (1997), employee job satisfaction is associated with how people perceive, think, and feel their jobs. Robbins et al (2010), have defined job satisfaction as the general behaviour and employees' attituded towards their job. Considering the above, the issue is in job performance. Therefore, this study is aimed to address the relationship between job satisfaction and employee performance. The job satisfaction factors for employees are the independent variables and their job performance the dependent variable. To understand the impact of job satisfaction factors on job performance, work environment, remuneration, working conditions and promotions were considered as independent variables. In the theory of work adjustment (TWA) developed by Dawes and Lofquist in the university of Minnesota in 1984, the goal was to provide a theoretical framework that describes or explaind the relationship among individuals at work and their work environment. Work is therefore perceived and conceptualized as an interaction between an individual and a work environment. The second independent variable was pay. The third independent variable in the conceptual framework was work conditions. The last independent variable is promotions. This can be used as an incentive tool and a method of rewarding employees for meeting the organizational goals thus it serves as a means of synchronizing organizational goals with personal goals (Lazear & Rosen, 1981). The objectives of this study were to measure the impact of employee job satisfaction on employee job performance, to study the correlations between work environment, pay, promotion, work conditions and employee job performance, and to determine the most important job satisfaction factors which affect employee job performance.

Methodology

A mixed-method approach was adopted, drawing on primary and secondary data. Primary data was represented by questionnaire results that were acquired from the respondents. The questionnaire was used as a survey instrument hypotheses were created. The sample size was 80 including lower level management and middle management employees. The simple random sampling technique was used to collect data from the target population. Out of 80 employees, 50 are chosen using random sampling technique. Primary data was gathered by a questionnaire consisting of two sections and a total of 28 questions. The first section captures the sample characteristics including age, educational qualifications and work experience in the organization. The second section captures job satisfaction factors and its effectiveness on employee performance. Data was

analysed using Correlation analysis, Regression analysis, and descriptive analysis.

Findings & Conclusion

The findings reported in this study suggest that job satisfaction factors have an impact on the performance of employees. This result is broadly consistent with prior lower level and middle level management literature on job satisfaction. In order to gain more specific knowledge of the relationship between employee performance and job satisfaction factors, different questions were presented to the respondents and thereafter examined. These questions focused on work environment, pay, work condition, promotion of the company. According to a correlation matrix, job Satisfaction factors are strongly associated with employee performance. All correlation coefficients of work environment, pay, working condition, promotion show a positive relationship and, correlation coefficients of working conditions were significant. There is a positive correlation between working conditions and employee performance. In this case, the coefficient of correlation was 0.407 (p< 0.01). The variance in employee performance is significantly explained by the set of independent variables, which are job satisfaction factors. As per the results of the regression analysis, the highest magnitude (0.578) represents working conditions and indicates a positive relationship between work conditions and employee performance. The survey data shows that only 14% has indicated that they are highly satisfied with opportunities for promotions. In other words, 86% of the employees in the sample are not satisfied with this reward. Though it is an extrinsic reward, it will lead to intrinsic rewards such as advancement and recognition. Therefore, the revision of internal promotional schemes will most probably improve the degree of job satisfaction. Higher level employees also derive satisfaction with their job, if they have opportunity for career development. The study also revealed that, financial benefits have a insignificant influence to attract and retain employees in an organization. The present study only focused on private sector organizations limiting the number of industries to five. A large sample would have been more representative of private sector employees.

Key Words: Employee performance, Job satisfaction

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The Role of Gender Differences in Work-Family Conflict

Y W A I Withanage

Introduction and scope of the study

The work-family setting has shifted considerably in the past several decades, resulting in an increased interest in the study of work-family conflict among scholars and researchers. Findings from these studies, especially gender comparison studies in work-family conflict however, remains somewhat inconclusive. In view of this gap in literature, this study examines gender differences in work-family conflict using the 'rational versus gender role' framework suggested by Gutek, Searle, and Klepa in 1991. The study was carried out using a sample of 203 married professionals working in the manufacturing industry in Western province, Sri Lanka. Meeting the high demands of work while managing the myriad responsibilities of a family has become increasingly difficult for employed adults at present, compared to previous generations. Over the years there has been an increase in female participation in employment due to economic reasons as well as due to the increased need of women for self-achievement. This in turn has led to a shift in the traditional family model where the female played the role of homemaker and the male played the role of breadwinner. Whilst employing multiple roles gives an individual certain psychological benefits like increased self-esteem, status and ego gratification (Fields, 2013), these benefits often come with several negative psychological consequences like increased work-family conflict, role strain, stress etc. Recent studies on work-family conflict point out differences in work-family conflict between different countries and ethnic groups (Calvo-Salguero, Marti´nez-de-Lecea, & Aguilar-Luzo´ n, 2012). The very limited studies done in the manufacturing industry in Sri Lanka have been focused mainly on factory operators and blue-collar Research Symposium 2019

female workers with aim of uplifting their social status and understanding other social issues (Chamila, 2004). This study examined gender differences in work-family conflict faced by employed adults in Sri Lanka by investigating whether this conflict is a direct result of increased demand of our time on work activities or family responsibilities or whether there is a more complex underlying effect of traditional gender role expectations imposed by society. This study aim to fill a knowledge gap by testing one prevailing model in work-family conflict in Sri Lankan cultural context. The findings of the study could also inform organizational practitioners and HRM professionals in developing more gender responsive work life balance policies.

Methodology

This study examines answers to the above questions using 'rational versus gender role' framework suggested by Gutek, Searle, & Klepa in 1991. The study focused on the following outline: Work interference with family (WIF), Family interference with work (FIW), Hours at paid work, Hours at unpaid family work. Hypothesis 1 - More hours spent in paid work, the more WIF will be reported for both women and men; Hypothesis 2 - More hours spent in unpaid family work, the more FIW will be reported for both women and men; Hypothesis 3 -Women will report more WIF than men, when men and women spend the same number of hours in paid work; Hypothesis 4 - Men will report more FIW than women, when men and women spend the same number of hours in family work. The study used the same measurement scale used in the original study to measure WIF and FIW. To study work interference with family (WIF), Gutek et al used four questions developed by Kopelman, Greenhaus, and Connoly in 1983. To study family interference with work (FIW), Gutek et al used four questions developed by Burley in 1989. Responses were obtained using a 5 point

Likert scale ranging from strongly agree (5) to strongly disagree (6). The study was carried out using a sample of 203 married male and female professionals (clerical and higher grades), working in manufacturing organizations in the Western province, Sri Lanka, who are above the age of 20. Data collection was carried out through a hard copy and an online questionnaire.

Findings and Conclusions

A Pearson product-moment correlation test was carried out to test hypothesis 1 and 2. Hypothesis 1, which is in line with 'rational' view was supported with statistically significant results for both females (r (65) = 0.26, p < 0.037); and for males (r(138) = 0.17, p < 0.043) however showed a relatively weak relationship with less account for variance for both genders. Hypothesis 2 under the 'rational' view did not receive statistically significant results. There was a non-significant correlation for both genders; females (r (56) = -.20, p > 0.05); males (r (122) = .08, p > 0.05). An independent subject's t-test was carried out to investigate differences in the WIF score between the males and females, in order to test hypothesis 3 which is in line with 'gender role' view. The result of this was statistically significant (t (201) = 2.868, p<0.005). Females report significantly more mean WIF score of 14.16 (SD = 2.64), than male mean WIF score of 12.89(SD = 3.07) even though female's number of hours in paid employment was low (M = 46.65, SD = 5.42) than males number of hours in paid employment (M = 48.46. SD = 8.17). An independent subject's t-test was carried out to investigate differences in the FIW score between the males and females, in order to test hypothesis 4. The results were statistically non-significant. Women (M = 10.73, SD = 3.28) and men (M = 9.83, SD = 3.11)did not differ significantly on FIW score (t (201) = 1.9, p = n.s) hence hypothesis 4 was not supported. Results provide support for both 'rational' and 'gender role' view. Findings indicate that women are more prone to perceived conflict in WIF even when less hours expended at work compared to men. Both men and women showed relatively low FIW compared to WIF. Implications of this study highlight the need for more customized

gender responsive policies that take in to consideration the psychological and other underling issues that affect work-life conflict, and adopting a scientific approach using the information available in the organizational research domain when designing organizational policies to address these issues.

Keywords: Gender differences, traditional gender role, work-family conflict

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Relationship between Work Place Happiness and Organizational Citizenship Behaviour of IT Professionals with the Mediating Role of Organizational Learning Capability

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Introduction and scope of the study

Employers in today's context of the corporate world, expect employees and teams to be proactive, committed, collaborative and high performing. In order to achieve the desired state of expectation, the behaviour of the employee to be moulded and made to achieve the extra mile of developing into organizational citizenship behaviour. Organ (1988) has explained that organizational citizenship behaviour is the discretionary behaviour which is traced within the set performance levels and will not be recognized through the prescribed rewards systems. Further according to Salas-Vallina, Alegre and Fernandez, 2017, Happiness at workplace is explaining organizational citizenship behaviour, under certain conditions which facilitate organizational learning capability. The focus of this study was on knowledge intensive workers of a leading ICT solutions provider which was established a few decades ago under the legacy of its holding company which was then extended to diverse markets including ICT, logistics, financial and leasing, hospitality and sustainable agricultural & market concepts in order to take the group to the next level of business. Organization has qualified and capable set of IT professionals who are knowledge intensive workers. It was identified by the top management that there was a lack of employee commitment, and engagement of IT professionals in the company. The main problem identified was that many employees were lacking

employee citizenship behaviour which refers to making an extra commitment to support the organization. It has also been challenging to keep them motivated, and happy whilst generating commitment and loyalty to the organization. Previous studies have proven that happiness at the workplace significantly contributes to the development of organizational citizenship behaviour. The study intended to establish the relationship between workplace happiness and the impact that it creates on its employee's organizational citizenship behaviour by using the organizational learning capability as a mediating variable in order to find its effect on the relationship. Specific objectives of this study were to identify the impact of happiness at workplace on organisational citizenship behaviour of an ICT company, and to identify the role of organizational learning capability as a mediator on the relationship between happiness at workplace and organisational citizenship behaviour.

Methodology

Krejcie & Morgan (1970), table was used to determine the sample size for finite population which was 103 respondents from the total of 140 knowledge workers of the ICT company. A pre-tested questionnaire was distributed in print form to 110 individuals anticipating the collection of 103 in return whereas the actual number collected was 100 questionnaires. Simple random sampling method was used for selection of participants for the quantitative research. The original questionnaire from Salas-Vallina, A., Alegre, J. and Fernandez, R. (2017) was adjusted and were administered directly to the chosen sample of the ICT Company after pilot testing and necessary modifications.

Research Symposium 2019 41

The research questionnaire consisted of 2 sections. First, demographic variables and the 2nd section consisted of 25 questions of which question number 1 to 9 was on happiness at workplace, question number 10 to 16 on organizational learning capability and questions 17 to 25 focused on organizational citizenship behaviour. SPSS was used as the statistical tool for data analysis for data collected through the distributed questionnaire. Reliability analysis, descriptive analysis, correlation test, simple regression analysis and hypothesis testing was applied as data analysis methods to test the established relationships in the research model.

Findings and Conclusions

According to the correlation matrix, the relationship between happiness at workplace and organizational citizenship behaviour shows a positive significant relationship at a coefficient correlation of 0.255 at a 0.05 significant level. (r= 0.255, p< 0.05). Happiness at workplace and organizational learning capability demonstrates a positive significant relationship with coefficient of correlation of 0.336 at a 0.01 significant level. (r=0.336, p< 0.01) whilst there is a positive significant relationship between organizational learning capability and organizational citizenship behaviour which is at its coefficient of correlation is 0.571 at a 0.01 significant level. (r=0.517, p< 0.01). The magnitude of happiness at workplace is 0.298 which is significant at a 0.05 level and shows a positive relationship between happiness at workplace and organizational citizenship behaviour. Magnitude of 0.422 which represents the happiness at workplace which is significant at 0.01 level, indicates that there is a positive relationship between happiness at workplace and organizational learning capability. The magnitude (0.533) represents the organizational learning capability which indicates a significant positive relationship between organizational learning capability and organizational citizenship behaviour. In order to investigate the impacts among variables and to test hypotheses, simple regression analyses were carried out and Baron & Kenny (1986) method was used to investigate the mediating effects.

Conclusion and Recommendations

Though Salas-Vallina, et al. (2017) have stated Organizational learning capability to fully mediate the relationship between happiness at workplace and organizational citizenship behaviour, findings of the study indicated only a partial mediation. Happiness at workplace significantly influences on organizational learning capability and organizational citizenship behaviour. Happiness at workplace explained a lesser proposition of the variance in comparison with the model with the mediating variable of organizational learning capability. Hence it was proven that the mediating variable is established positively and significantly and adds value to the main model of the framework. It is recommended to the ICT Company to focus on creating happiness at workplace and more learning interventions to create a learning context in order to achieve the expected level of organizational citizenship behaviour from its employees. In creating the organizational learning capability, the interventions are to be focused for the IT professionals on latest technologies and trends with the use of e - learning technologies, knowledge sharing, online certifications and trainings as necessary. Improving employee engagement activities addressing the target audience of knowledge workers of the ICT Company, improving on the bond to the organization and the sense of belonginess. The management should create movements for happiness at workplace, the context of a learning organization that facilitates the organizational citizenship behaviour given the relationship established through the study.

Key Words: Happiness at workplace, Organizational citizenship behaviour

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The Impact of Work Life Balance on Job Satisfaction among Employees of a Semi Government Organisation in Sri Lanka

Samadhi Kavindika Vithanage

Introduction and scope of the study

This study explored the impact of work life balance on job satisfaction among employees of the selected organization. This research was focused on how balance of work and life affects the satisfaction of employees of the organization. The selected organization is a semi government entity which is actively engaged in the business of providing research and training services for the promotion and sustainable development of the Gem and Jewellery Industry which depends on treasury funds. Work life balance refers to managing work and personal responsibilities. Work life balance variables such as family responsibilities, work responsibilities, personal responsibilities were addressed in the study. The study of Work Life Balance is important to be satisfied in life (Muhammad Shadab, 2015). According to Jessica Sier (2014), having work life balance is more important than cash rewards. In the present competitive environment, organizations invest time and money on employee satisfaction in an effort to improve productivity, and to help the organization needs (Bhatnagar, n.d). The existing literature demonstrates a number of studies that have addressed the importance of work life balance and job satisfaction for the organization as well as for individuals. Work-family conflict occurs when work interferes with family commitments, and conversely, family-work conflict occurs when family activities interfere with work commitments (Breaugh & Frye, 2007; Hill, 2005). The literature indicates various definitions of work-family conflict and vice versa. The purpose of this study is to examine the impact of work life balance on job satisfaction among employees of the

selected organization, and also tests the relationship among these variables. The problem statement for this study was "What is the impact of work life balance on job satisfaction of employees of the selected organisation?" The predictor variable in the conceptual framework was work life balance such as family responsibilities, work responsibilities, personal responsibilities and the criterion variable was job satisfaction, which also refers to the employee's general attitude towards his/her job. Job satisfaction is also used to describe how content an individual is with his or her job. Family responsibilities indicate child care arrangements, family, social and spouse support, family problems etc. Work arrangements, superior support, job stress, technology and role ambiguity are some indicators of work responsibilities. Ineffective work life balance could lead to work stress, which can create problems within family. Personal responsibilities are indicated through personality, self-achievements, emotional intelligence & well-being. Each individual has personal goals to be accomplished as much as work objectives. Therefore, personal responsibilities should be managed to relate to work life balance. The major objectives of the study were to identify the factors that impact on work life balance and job satisfaction of employees, and to assess the relationship that exists between work life balance factors and job satisfaction among employees of the selected organization.

Methodology

The population of the organization was 57 employees of a permanent cadre. The sample of 50 was selected using the simple random sampling method. Data was collected through primary sources and questionnaires were distributed with a 5 point Likert scale to gather

information and measure the major study variables. The questionnaire comprised five parts. Such as, general information, work-life-balance, job satisfaction, social factors (family responsibilities), organizational factors (work responsibilities), and individual factors (personal responsibilities). Correlation and Regression analyses were used to test the hypotheses using SPSS software.

Findings and Conclusions

As per the correlation analysis, work life balance is strongly associated with job satisfaction. The strongest positive significant association shows in between work responsibilities and job satisfaction and its coefficient of correlation is 0.360 at a 0.05 significant level. (r= 0.360, p< 0.05). Next, was is a positive correlation between family responsibilities and job satisfaction. In this case the coefficient of correlation was 0.352 at a 0.05 significant level (r=0.352, p< 0.05). But, there was negative relationship between personal responsibilities and job satisfaction and correlation coefficients statistically insignificant. According to the model summary of the regression analysis, R is 0.536 which indicated that the model was successful in predicting elements. In this study, R2 is 0.287, thus, 28% of the variation in job satisfaction was explained by work life balance factors. F-value was 6.177 and P-value was 0.001 significant at 0.01 level. This indicates that the variance in job satisfaction is significantly explained by the set of independent variables which are work life balance factors.

In the coefficient table, the regression coefficients of family responsibilities, work responsibilities and personal responsibilities are statistically significant. The highest magnitude (0.300) represents family responsibilities indicating a positive relationship. The next highest magnitude is 0.238 related to work responsibilities. This indicates that there was a positive relationship between work responsibilities and job satisfaction. A negative relationship was shown in personal responsibilities. Family responsibilities and work responsibilities are both important and need to be balanced in order to maintain job satisfaction.

Key Words: Family responsibilities,

work responsibilities, job satisfaction

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Factors Affecting Employee Performance in an Insurance Company

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Introduction and scope of the study

ABC Company is an emerging Insurance company in Sri Lanka. As a new entrant to the insurance industry ABC Company focuses on gaining a considerable market share. Since the company is a service-oriented organization, it solely depends on sales performance. The insurance industry significant in the global context but it is a challenge in Sri Lanka e due to misinterpretation of the concept and different perceptions. Factors affecting employee performance at ABC Insurance Company with reference to field sales staff was the main topic of this study. Insurance companies need to attract and recruit and retain capable staff. HR strategies are implemented to gain profits and efficiency in organizations. The main problem of ABC company faces was the decline in sales during the past few years. As this insurance company solely depends on sales staff performance, in order to achieve success, it is necessary to understand factors affecting to employee performance. Therefore, this research was an attempt to provide solutions in this regard. Employee performance is influenced by motivation (Azar and Shafighi, 2013) and is higher in happy and satisfied workers so that the management finds it easy to motivate high performers to attain organizational targets. (Kinicki, 2007). This framework focuses on drivers that could affect the performance at ABC Insurance company's field sales staff. In this study, Employee Performance is considered as the Dependent Variable whereas Training, Organizational Culture, Incentives and Employee–Supervisor Relationships are considered as Independent Variables. Overall objective of the study was to identify factors affecting

employee performance at ABC Company (with relevance to field sales staff). The specific objectives of the study were to identify if Training has an impact with Employee Performance at ABC Company, to identify if Supervisor - Employee Relationship has an impact with Employee Performance at ABC Company, to identify if Organizational Culture has an impact on Employee Performance at ABC Company, and to identify if Incentives have an impact on Employee Performance at ABC Company

Methodology

Primary and Secondary data collection methods were employed. Primary data was collected through a Likert Scale questionnaire in which responses were directed into a variety of five-point scale reaching from Strongly Agree to Strongly Disagree. The Likert scale questionnaire comprised of two main parts. Part A consisted of general questions to find out the respondents' demographic information for the analysis. Part B comprised of questions that measure the variable.

Secondary data was collected by using corporate reports, company websites and previous literature. For further explanation a tabular graph was used with the responses given by the respondents. To obtain statistical solutions, SPSS Software was used to analyze the relationship between Dependent and the Independent variables through the Pearson's Correlation (R value) and Coefficient (R2 value) to determine the results and to test each hypothesis. Company had 250 employees and a sales staff of 100. Sixty two field sales force of the company was selected through Simple Random Sampling.

Findings and Conclusions

Correlational Analysis was used to depict relationships between variables. The correlation between Employee Performance and Training was 0.582. Hence, the two variables have a positive correlation. Thus, it is evident from the analysis there is a positive relationship between Training and Employee Performance. The R square value indicates the extent of the total variation in the dependent variable Employee Performance which can be explained by the independent variable Training. In this case hypothesis Ha1 is positively proven by the responses of recipients and hypothesis. The correlation between Employee performance and Organizational Culture was 0.669. Hence, the two variables have a positive correlation, thus it can be concluded when Organizational Culture increases, and employee performance, therefore a moderate relationship between Organizational Culture and Employee Performance (p<0.05). It is evident from the analysis there is a positive relationship between Organizational Culture and Employee Performance. The correlation between Employee performance and Employee Supervisor Relationship was 0.597. Hence, the two variables have a positive correlation, thus it can be concluded that when Employee Supervisor Relationship increases Employee Performance has increased (p<0.05). A Pearson Correlation(r) of .597, and R2 of 0.356 recorded a fairly strong relationship between Organizational Culture and Employee Performance (p<0.05). The correlation between Employee performance and Incentives is 0.631. These two variables have a positive correlation, and it can be concluded that when Incentives increase, so does Employee Performance. A Pearson Correlation(r) of.631 with a R2of 0.398 recorded a strong relationship between Incentives and Employee Performance (p<0.05). Thus it is evident from the analysis there is a positive relationship between Incentives and Employee Performance. The effect of motivation on employees' job performance (Azar & Shafighi, 2013) is proven by the responses of recipients. Above findings denote that all independent variables have an impact on Employee performance.

Key Words: Employee performance, Organizational culture

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Impact of Emotional Intelligence on the Performance of School Teachers: A Case Study

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Introduction and scope of the study

Teacher performance refers to the ability to influence the behaviour of students according to the work environment and completion of the course on time while managing the classroom and discipline of students. The change and reform of the school systems across the globe have had a significant impact on teacher performance. Amal International School (AIS) understands that the performance evaluation of teachers is required to improve the standard of the school. The performance of school teachers impacts not only their personal lives, but the lives of the students and parents too. Recent performance record of AIS suggests that the teacher performance level has not met expected levels. Emotional Intelligence (EI) is a term that is focused on human talent development (Boyatzis, 1982). This study fills the gap in the literature by examining the influence of Emotional Intelligence (EI) on a teacher's job performance in a school setting in the Sri Lankan context. This study focuses on emotional intelligence of school teachers who play the main role in the teaching and guiding process that impact on a students' life. Among the existing literature this impact has not been studied in Sri Lankan context. Teachers who have a high level of emotional intelligence effectively interact with students while keeping productive goals and measures to control their own emotions and students' emotions instead of reacting to negative situations and crises. Past studies have focussed on establishing the impact of EI on teacher's job performance, but there is no comprehensive

research conducted to examine the relationship between El and teacher's job performance in Sri Lanka. Therefore, the present study was conducted to address the gap in the literature. Previous literature on the relationship between EI and Teacher Performance found that there is a significant impact of EI on the performance of teachers (Mehmood, Qasim, & Azam, 2013). Based on the literature this study aims to find the extent to which El influences performance at AIS. Previous studies have recognized Emotional Intelligence as one of the major influential factors on teachers' Job Performance. Thus, this study was intended to test the above influence, with surveyed data. It explains Emotional Intelligence as a tool to improve the performance of teachers assuming that other factors remain constant. Having emotional intelligence as the independent variable and teachers' performance as the dependent variable, the conceptual framework was developed based on (Boyatzis, Goleman, & Rhee, 2000; Mehmood, Oasim, & Azam, 2013). The main objective of this research study was to identify the impact of emotional intelligence on the performance of school teachers and to assess the most important EI dimension that affects teachers' performance of Amal International School, Sri Lanka.

Methodology

The method of investigation was a correlational study. The researcher interference was minimal, the time horizon was cross sectional and the unit analysis was individual. The population of this study were the teachers of Amal International School, Sri Lanka. The Census method was used, and 69 teachers, which was the entire population of the teaching staff of the school were considered as the sample. The pilot study confirmed the reliability and validity to continue the test process. Data collection approach was a structured questionnaire.

Research Symposium 2019 49

Data analysis was performed using SPSS Version 20.0. 43 measurement items were adopted in the test. A structured questionnaire method was used. Respondent demographics were analysed using Microsoft Excel. The conceptual model and hypotheses were tested in SPSS and the response rate was 100%.

Findings and Conclusion

As per the Regression analysis, R2 was 0.475. Thus, 48% of the variation in teacher's performance is explained by emotional intelligence factors. F-value is 11.404 and P-value is 0.000 which is significant at 0.01 level. This indicates that the variance in teacher's performance is significantly explained by the set of independent variables which are emotional intelligence factors. The coefficient of regression was used to test the hypotheses of the current study and it was confirmed that there is a significant positive relationship between Emotional Self Awareness (ESA) and Teacher Performance (H1), Self-Confidence and Teacher Performance (H2), Achievement Drive and Teacher Performance (H3), Developing Others and Teacher Performance (H4) and these four hypotheses were accepted and established the significant impact between Emotional Intelligence and Teacher Performance. The study also revealed that the impact between Conflict management (CM) and Teacher Performance (H5) was statistically not significant. This study was limited only to examine the impact of EI factors on the performance of AIS teachers which however provides a significant contribution to the EI perspective by identifying four dimensions of EI that predicts the better performance of school teachers. Finally, it is recommended that EI skills and competencies could be enhanced through systematic training and interventions. Therefore, it is strongly recommended to develop interventions and training programs to improve emotional competencies of teachers and the school should recognize the significant role of EI in developing high performing teachers.

Key Words: Emotional Intelligence, Teacher performance

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The Impact of Occupational Factors on Employee Motivation

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Introduction and scope of the study

The human element of the organization, are those capable of learning, changing, innovating & providing the creative thrust which if properly motivated can ensure the long-term survival of the organization (Bontis et al. 1999). Motivation can be defined, as the force that energizes, directs & sustains behaviour (Hunter et al,1990) The willingness and desire of the workforce will ensure high levels of success. Several studies have identified that occupational factors have a significant impact on employee motivation such as salary, training, favourable employee relations and good working conditions. Furthermore, a good managerial relation and recognition are important factors in fostering employee motivation (Jun et al., 2006). This study is conducted targeting the tier four Software Engineers of a global information technology service provider, in order to understand whether employees are intrinsically or extrinsically motivated with occupational/job related factors and their impact on employee motivation. In the organization selected for the research, the 'Employee Delight Index' (EDI), which is an index used to determine the satisfaction & engagement of all employees within the organization, was not at the expected level. Also, a constant complaint of the Software Engineers working on client projects, was that they are usually unable deliver their end product adhering to the stipulated deadlines which can be considered a reason of employee demotivation. This study assists to find out the impact occupational factors have on the motivation level of employees, and thereby, extract the most influential or the best-known factor to enhance their motivational level. The findings of this study would also benefit scholars as it is a contribution to the body of knowledge in

an area of human resource management or social science that is not fully exploited. This would help to enhance understanding and development of relevant theories as well as areas of interest. The general objective of the study was to find out the impact of occupational factors on the motivation of employees. Specific objectives of the study were to find out compensation has an impact on employee motivation, to justify whether the provision of training has an impact on employee motivation, to assess whether working conditions have an impact on employee motivation has an impact on employee motivation.

Independent Variables of the study were, compensation; training; working conditions; recognition and the dependent variable was employee motivation. Conceptual framework included independent variables both monetary factors and non-monetary factors, which measure the 'occupational factors'. The dependent variable is 'Staff Motivation'.

Methodology

Primary data was collected conducting a survey research from 100 (T4) Software Engineers of the selected organisation and a quantitative research design wa adopted for this study under the deductive approach. The questions were designed based on variables such as 'Compensation'; measured though fairness, pay vs workload, market pay and satisfaction of colleagues, 'Training'; measured through training opportunities, needs identification, importance and training update, 'Working Condition'; measured through facilities, safety and equipment used and 'Recognition'; measured through supervisor approach, reward schemes, fairness and recognition process. Also, 'Staff Motivation' was measured through fun at workplace, overall satisfaction, expectations of staff motivation and career growth. The total employee cadre has 500 tier 4 employees out of

which 330 Software Engineers were considered as the population, while the selected sample was 100 Software Engineers who work offsite (located at the Sri Lankan office premises) as the onsite employees are based overseas. The Random Sampling method was used to select the sample. This study was cross-sectional in nature as it was conducted in the first quarter of the year 2019. To fulfill the primary objectives, four hypotheses were tested using the correlation regression

Findings and Conclusions

According to the findings, there is a significant correlation between compensation and employee motivation with a strong positive relationship, as the correlation value is 0.516. Furthermore, this relationship is statistically significance (2-tailed) at 0.000, depicting a high level of accuracy. In the relationship between training and employee motivation, there is also a strong positive relationship as the correlation value is 0.526 under the significant level 0.01. There is also a significant correlation between working conditions and motivation which is a strong positive relationship as the correlation value is 0.597 and this relationship is statistically significant (2-tailed) at 0.000. Moreover, there is a significant correlation between recognition and the employee motivation which is considerably strong and positive as the correlation value is 0.647 and this relationship is statistically significant (p<0.05). The p value of the F statistic (Variation between sample means / Variation within the samples) for each of the independent variables, salary, training, working condition and recognition was 0.000. When the compensation increased by one unit, the staff motivation is expected to increase by 1.897 units and when training, working conditions and recognition increase by one unit, the staff motivation is expected to increase by 1.256, 1.059 and 0.622 units respectively. Therefore, the conclusion is that all the independent variables including salary, training, working condition and recognition have a significant impact on employee motivation under the significance level of 0.05 and salaries and training have a high impact on motivation comparing to other variables. There was a strong and positive relationship between the independent variables (compensation, training, working conditions and

recognition) and the dependent variable which is staff motivation. This proves that increasing compensation, training opportunities, working facilities and rewards, have resulted in an increase in staff motivation. The regression analysis suggests that when compensation, training, working conditions and recognition increase by one unit, the staff motivation is expected to increase by 1.897, 1.256, 1.059 and 0.622 units respectively, indicating that the above independent variables have a significant impact on employee motivation. Since the compensation benefits having a strong positive relationship and high impact on staff motivation, the organization should consider a revision of salary scales to correlate with the market rate for jobs at the same level or justify reasons for the existing salary scales. Further, the benefits of other monetary and non-monetary benefits could be emphasised and popularized, in order to compensate for a lower renumeration.

Key Words: Occupational factors, Employee motivation

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CATEGORY C

University Students

HRM Practices In Small and Medium Tea Plantations in Sri Lanka

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Introduction and scope of the study

The tea industry has made a significant contribution to the Sri Lanka's economy over the years and is the largest employer of the country's labour force. Although studies on human resource management (HRM) practices pertaining to different industries are common (Abesiri & Jayasekara, 2016), the research focusing on small and medium sized tea plantations industry is quite limited. This study was aimed to explore HRM practices focusing on small and medium tea plantations (SMTP) in Sri Lanka. Sri Lanka is the world's fourth largest tea producer and it contributes 8% of the world tea production. The tea industry's contribution to the country's gross national product (GDP) has been 0.9% in 2015. Small and medium tea plantations account for nearly 60 % of the total tea holdings in the island, which accounts for over 371,842 blocks owned and operated by 397,223 tea smallholders (Bandula, 2017). According to (Sri Lanka Tea Board, 2015), all non-state-owned tea holdings above 20 perches in extent are treated as SMTP. The tea industry provides employment for over a million people (Central Bank of Sri Lanka, 2005). It is also reported that this industry is heading towards a major crisis with respect to labour related issues. In particular, labour retention issues and the rising trend of people leaving the plantation sector for other jobs are major problems highlighted in previous research. In order to address human resource related issues in the Sri Lankan tea industry, the outcomes of this research would be quite beneficial and significant. HRM provides a systematic approach to managing employees in the organization to achieve competitive advantage and to maximize employee performance. These practices include the functions of analysing of human resource needs, recruiting, training, rewarding, appraising, labour relations, safety and health and fairness concerns (Saifalislam, Osman, & AlQudah, 2014). Past research on HRM show a positive relationship between good HRM practices and employee retention (Azeez, 2017). Studies also show a strong positive relationship between employee training, compensation, job security and employee performance (Kiptis, Kwasira, & Chaeruiyot, 2014). Objectives of the study were to determine the characteristics and behaviour of the labour force of the field worker category in SMTP in Sri Lanka, and to determine HRM practices adopted in SMTP towards the labour force of the field worker category in Sri Lanka. The principal variable examined in this research are HRM practices in the SMTP in Sri Lanka. Recruitment and selection, training, career development, compensation, industrial relations, and welfare management (Abesiri & Jayasekara, 2016) have been used as key elements of HRM practices in this study. In order to support the overall understanding of this variable, the characteristics and behaviour of SMTP labour force are also examined. This research adopts a qualitative approach and is an exploratory study. Since a substantial number of small and medium tea plantations are located in Rathnapura and Matara districts (Sri Lanka Tea Board, 2015), SMTP in the villages of Kalawana, and Deniyaya have been selected for data collection purposes. In-depth interviews based on semi-structured study protocol was the method of primary data collection. Interviews were held with twelve tea plantation workers, representing different categories including tea leaf plucking labourers, pruners

Research Symposium 2019 55

and general labourers, kanganies (labour supervisors) and three superintendents (i.e. field managers) and three land owners, in six tea plantations. Pattern matching was used as the key data analysis technique.

Findings and Conclusions

The employees of SMTP are organized under a rigid hierarchical structure. The plantation (or the land) owner, field superintendent, Kangani, KP (Kanaka Pulley) oversee the tea plucking function, which is handled mostly by women. There are permanent and casual workers. During the tea leaf plucking season services of extra casual workers (paid daily basis) are obtained. The worker behaviour related to elements such as trustworthiness, liquor consumption and emotional outburst (e.g. verbal and physical abuse and fighting between fellow workers) and the affiliation towards the employer are quite unique to SMTP. Historically, all family members work for the plantation and the new trend is that the young generation leave the estate sector for better prospects. Debt burden is a very common problem with most workers. They invariably resort to borrowing money for all their day to day activities. In most cases, they buy daily needs for the family, on credit, from grocery shops operated by land owners themselves. Eventually, labourers may not have a take home wage having repaid borrowings resulting in some workers moving from one plantation to the other when the amount borrowed cannot be settled from their wages. The results show that the specific HRM practices in SMTPs are quite different to other industries. The salient features as determined based on in-depth interviews. The Recruitment and Selection process is not well organized and streamlined. There is no focussed Training and Development process in SMTPs. The Kangani makes an assessment of skills of prospective labourers. There is no established formal procedure for grievance handling and the nature of grievance handing processes have been drastically transformed over time. HRM practices and characteristics of behaviour of the labour community of SMTP is guite unique as explained. Theories of standard HRM practices as published in literature as applicable to other industry sectors may not be applicable in this sector. Thus, it is recommended that a new model for HRM practices that fits with the SMTP worker community needs to be developed. This would promote creating a conducive environment to maintain a viable and sustainable labour force.

Key Words: HRM Practices, Plantation sector

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A Study on Undergraduates' Intention to Apply for Online Jobs

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Introduction and scope of the study

The world of recruitment has an increasing interest in online recruitment. Designing an attractive online advertisement has become crucial to attract potential applicants' interest in applying for a particular position. To design an online advertisement that triggers the interest of applicants, recruiters should pay close attention to the content or the features of the advertisement. Thus, this study was focused on determining the features that significantly affect the interest of undergraduates in applying for positions and the moderating role of organizational attractiveness. More than twenty five online job portals are available in Sri Lanka and E-recruitment is widely used by large Sri Lankan organizations including multinational companies and banks (Weerakoon & Gamage, 2012). But the effect of e-recruitment on the intentetion to apply is under studied in the Sri Lankan Context (Galhena & Liyanage, 2014). Online job advertisements should be attractive and constructed in a proper manner to be more competitive in recruitment and to attarct talented and qualified candidates (De Alwis & Kulasekara, 2015). But, more research focus is given to print job advertisements over online recruitment advertising (Ganesa Antony & George, 2018). This study was intended to pay attention to the features of an online job advertisement considered by online job applicants in applying for a particular position. The conceptual framework was developed based on a recent research conducted by Ganesa, Antony and, George (2018). Intention to apply was the dependent variable. The independent variable of the

study was the features of an online job advertisement. These features were analyzed on the dimensions of Work characteristics, Employee portrayal, Organizational culture, Aesthetic appeal of the advertisement, and HR offerings. Organizational attractiveness was identified as the intervening variable in the context of this study. The main purpose of this study was to identify the impact of specific features of an online job advertisement on the intention of application intention that significantly moderated by organizational attractiveness. The specific objectives of the study were to identify the impact of work characteristics on the intention to apply, to identify the impact of employee portrayal in job ad on the intention to apply, to assess the impact of organizational culture on the intention to apply, to justify the impact of aesthetic appeal of the advertisement on the intention to apply, and to analyse the impact of human resource offerings on the intention to apply.

Methodology

Five hundred and fifty-three (553), final year undergraduates attached to the Commerce and Management Faculty in the University of Kelaniya, Sri Lanka were selected as the study population. Of this population two hundred and seventeen (217) were selected as the sample size based on the Krejcie and Morgan table. However, questionnaires were collected from only 146 undergraduates based on convenience sampling. Of the sample, 24.7% of respondents were male and majority of 75.3% were females. Most of the respondents (79.5%) belonged to the age category of 20-24. All the respondents belonged to the 4th academic year of study. Majority of the respondents (34.9%) were from Human Resource Management studies.

Findings and Conclusions

Mean values of variables ranged from 4.408 to 5.308 and standard deviation ranged from 0.760 to 1.186. From the correlation values, all five features had a positive (r = .348, r = .292, r = .665, r = .303 & r = .630respectively) relationship on the intention to apply and they were significant (p<0.01). Organizational culture and HR offerings had a positive impact (β =.418 and β =.283 respectively) on the intention to apply and they were significant (p = .000). With the presence of organizational attractiveness (moderating variable), the impact created by Work Characteristics, Employee Portrayal, Organizational Culture, Aesthetic Appeal of the ad and HR Offerings on the Intention to Apply had strengthened by 33.5%, 35.4%, 10.5%, 34.8% and 14.8% respectively and was significant (p=000). The moderation effect of Organizational Attractiveness has strengthened the impact created by features on intention to apply. Organizational Culture (β =0.418, p=0.000), and HR Offerings (β =0.283, p= 0.000) have influenced the undergraduates intention to apply. Organizational Attractiveness was found to be a moderating effect on above. It is suggested to include statements and graphics in the online advertisements to enhance the culture of the organization and HR offerings. When job seekers find the features to be interesting, they perceive the organization as an attractive place to work and thus create intentions to apply.

Key words: Online job advertisement, Intention to apply

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Implementing a Sustainable Succession Plan for Academic Administrative Positions in the State Sector Higher Education Institutes: A Case Study of a Sri Lankan University

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Introduction and scope of the study

Considering the HR turnover that every organization has to endure, having a succession plan is a crucial necessity for the continuation of the organizational functions without interruption (Timms, 2016). The availability of such a plan ensures that the key positions in the organizations are filled with the 'right fit' at all times and it also helps to identify the key talents within the organization; which directly helps the above stated process of sustainable succession (Gordon & Overbey, 2018). However, proper succession planning initiatives for academic administrative posts (AAPs) in state sector higher education institutes (SSHEIs) in Sri Lanka are non-existent. In most cases the promotions to the academic administrative posts are appointed as per political affiliations, seniority and personal affiliations. Due to this reason, employees who do not 'fit' the role are appointed to key positions in SSHEIs which leads to lapses in their personal and overall organizational performance. Hence, this study mainly focused on the importance of having a sustainable succession plan in SSHEIs in Sri Lanka. The research problem was based on whether succession plans available for AAPs in SSHEIs in Sri Lanka are sustainable. This study was conducted through a case study of a Sri Lankan government university and the main objective was to examine the succession plan available for its AAPs. Apart from the main objective, there were several specific objectives 1) Identifying issues this university faces due to the available succession plan or the lack of it. 2) Examining the importance of establishing a sustainable succession

plan for the university. 3) Understanding how a sustainable succession plan can be established within this university. To accomplish the above objectives, the following research questions were developed.

1.) Is there a succession plan available for AAPs in this particular university? If so, is it successful? If not, what are the issues that are caused by the absence of one?

2.) What are the benefits that this university can gain by having a sustainable succession plan for AAPs? 3.) What are the steps that this university can take to implement a sustainable succession plan for AAPs?

Methodology

This was a qualitative research based on a case study of a Sri Lankan government university. In addition, three interviews were conducted with key personnel in the university including Heads of department and Deans of faculties. This case study and interviews are the primary sources of this study and the literature gathered through research articles, online materials and books were used as secondary sources.

Findings and Conclusions

Through the initial investigations it was discovered that this particular university does not have a systematic succession plan for AAPs. Even though the organization has identified its key positions, a systematic approach has not been established to identify key talent that best suits these positions. Instead, the organization uses preferential methods to fill key positions. Due to this, the right fit for the key positions are not always appointed which results in a lapse in organizational performances, internal conflicts, and insubordination leading to instability in overall organization processes. Having a sustainable succession plan in a SSHEI is

essential for its uninterrupted functioning as an organization (Gonzalez, 2010; Rhodes & Brundrett, 2009). This helps to have an effective succession plan in the present as well as in the future (Gordon & Overbey, 2018). As the organization under consideration was an educational organization, employers should be updated with the latest global conditions including local as well as global labor market demands (Gonzalez, 2010). Even if the University Grants Commission (UGC) and/ or the Ministry of Higher Education develops plans or policies at the national level, without the right people in administrative positions they will not be well executed. Therefore having people with key competencies in right positions is essential for organizational as well as national development. It is crucial to establish a succession plan to manage performance issues that occur in an organization. By incorporating the concept of sustainability to the plan, the effects of it can be made long-lasting without any lapses in overall organizational performance, especially in SSHEIs in Sri Lanka. To achieve this, establishing an acceptable and evaluable selection process for AAPs in SSHEIs in Sri Lanka was found necessary. For this a thorough interview process with evaluable criteria can be suggested. Further, to make this process sustainable, establishing a performance evaluation and talent management system with the capacity to talent visualization should be established. Thus the organization will be able to identify: a) the irreplaceable critical knowledge and skills, b) potential emergency replacements for critical positions and c) successors that can be groomed as AAPs. This will help the SSHEIs in Sri Lanka to ensure performance needs of the present and future. The study makes it apparent that the lack of a sustainable succession plan for academic administrative positions in SSHEIs in Sri Lanka leads to many negative outcomes both at the national as well as in the institutional level. An insight into these issues was gained through the case study of this research. Hence, the study concludes with the importance of having a sustainable succession plan at the organization level with several practical suggestions that can be implemented to achieve them.

Key Words:

Academic Administrative
Positions, Sri Lankan State
University, Sustainable Succession
Planning, Talent Visualization

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Role of Artificial Intelligence in Employee Recruitment

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Introduction and scope of the study

Quality human resources is a vital requirement in achieving organizational objectives. The demand in the labor market is highly competitive and organizations are in an unexpressed competition to acquire bright, experienced and dynamic employees as their cadre. As such, recruitment strategy is a vital requirement which is largely supported by data. Data analysis can be largely, effectively and most accurately can be done via Artificial Intelligence (AI). AI is human developed machines to automatically carry out the tasks that are conducted by humans. This study intended to identify the influence of AI in organizational recruitment strategy. Employers tend to formulate new Human Resource (HR) strategies to acquire the most competent individuals to their organizations. In HR, AI is mainly used to recruit, retain and inspire employees to maximize performance. Recruitment is one of the major challenges that organizations face as it is a critical factor in sustaining its survival. It includes searching for the right candidate and inspiring them to apply for positions. In this regard, aligning recruitment strategies in accordance with organizational strategies is compulsory to achieve the objectives of recruitment. It is the main responsibility of an HR manager to identify organizational requirements and attract individuals for organizational vacancies. Organizations use different methods and strategies in the recruitment process. Both internal and external factors affect in deciding the success of this process. Once the most suitable candidates are acquired and allocated for positions, the process will be completed. The process will be more effective with accurate information, customized data and analysis of perceived

data and information. Potential applicants at present have access to a plethora of databases of recruitment in organizations through social media platforms such as LinkedIn and Facebook and have a proper understanding of what they possess and should search for in regards to their career. Organizations have recognized Facebook also as a major driver of social recruitment. Objectives of the study were to identify the relationship between recruitment strategies and artificial intelligence, and to assess the importance of using AI in the recruitment process.

Methodology

Preliminary screening of candidates in the current context can be done through social media platforms such as Chat Box (Blacksmith & Poeppelman, 2014). Chat box as an AI tool collects feedback, comments and responses of candidates (Sajeena, 2017). The next phase is candidate engagement. Once the application is sent, candidates should be informed about the recruitment process. AI facilitates this system with automated messages or emails. This interaction is maintained with the candidate is help increase their trust in the organization and improve response time for organizational decisions. Through AI, the candidates' interest level for re-engagement can be automatically tracked by keeping an updated record of each individual. The fourth stage is post offer acceptance, where once the application process is completed, the suitable candidate will be requested to accept the job offer. This can be done through AI tools.

Findings and Conclusions

Orientation is the main process where new recruits learn organizational culture, values, policies and procedures. Al tools can be used to train and share information with the newly hired. In career development, which is vitally required training programs and imparting career growth information, Al can be used to communicate

necessary information and conduct rich and customized training programs for individuals. In employee relations, maintaining a mutual and transparent relationship with employees is the primary focus in retention of employees, as they may make queries for appraisals, benefits coverage and vacation leave etc. It takes time and effort for HR to handle these queries and therefore may not always provide satisfactory answers. Thus, AI can be used to manage these queries via chat box, emails and virtual meetings. Programmed answers will be provided by the AI agent in response for queries. Finally, scheduling process can be a complex circumstance for HR, to book interview times with supervisors, where AI will contribute to the process. The recruitment process is considered to be the backbone of an organization. Quality employees will drive the organization to success. AI tools can be used to efficiently and effectively implement this process. Covering almost every aspect including resume screening, engagement of candidate, re engagement of candidate, customized development & training, post of acceptance, orientation of the newly hired and employee retention. Moreover, these usages are important for organizations to save cost and time, talent mapping, assure quality hiring, reduce turnover and unbiased recruitment. But these benefits are not without drawbacks, such as requirement of vast amount of data, difficulties in dealing and interacting with humans where a lack of human touch can be seen. Regardless of these drawbacks the AI functioning in recruitment is expected to grow further absorbing advanced technology. There can be both advantages and disadvantages in using AI, as advantages mapping of talents, individuals being placed for suitable positions based on their competencies can be done through AI. Moreover, all these benefits are ultimately cost savers to the company in recruitment (Holm, 2010). As an example, if the organization has outsourced the recruitment, the costs can be eliminated by automating the process through AI tools. Through AI, unbiased and most accurate screening and selection can be done, as thus leading to absorb quality candidates to the organization. Unbiased recruitment is another advantage of AI. Finally, the ultimate objective of acquiring quality aspirants in recruitment process can be achieved through AI tools (Louw, 2013).

The revolution of digital era is largely supported with robotics, machine, nano technology and Al. Al effects

of in HR, especially in recruitment is a land mark in optimizing organizational performances. As discussed in previous literature, AI can be used almost in every aspect of recruitment. From the very first stage of recruitment to the final stage. Screening of candidates, candidate engagement, re-engagement, new hire on-boarding, career development, employee relations and scheduling process are the main phenomenon where AI tools are used. As thus the importance of AI in the process is remarkable. First it causes to save time for both organization and the individual by keeping automated records so as not to repeat events and documentation in the process. The use of AI in recruitment can aid in reducing time and effort in job seekers as well as recruiters.

Key Words: Artificial Intelligence, Employee

recruitement

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Factors Affecting the Academic Performance of Undergraduates in University of Peradeniya

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Introduction and scope of the study

Education is an essential factor to accomplish future employment opportunities that are increasingly dynamic and challenging. Sri Lanka's education structure is divided into three tiers: primary, secondary and tertiary. Tertiary education is provided by state universities in Sri Lanka and admission to these universities is based on the highly competitive GCE Advanced Level examination. The University Act of Sri Lanka states that "university is established for the purpose of providing, promoting and developing higher education." Undergraduates are not only an important resource to universities but to the society as a whole. Hence, administrators, educators, policy makers and employers pay attention to the achievements of university students. Employers consider academic performance as a key factor in recruiting graduates. University of Peradeniya, having the vision to be a "center of excellence in higher education", is diligent on quality assurance and maintenance of high standards of education. Identification of the factors contributing to students' academic success would directly assist in improving their academic performance. These research findings would help academics and administrators to improve efficiency and relevance of academic curricula of the nine faculties within the university. Policy makers would benefit from these research findings as they would be able to ensure that the limited public resources are utilized effectively and efficiently. Findings of the study contribute to the knowledge base of higher educational institutions to conduct designing and managing of higher educational programmes. Twenty independent variables were identified after an extensive literature review process. The conceptual framework was developed using empirical findings under four major categories, namely, socio-demographic factors; psychological factors; educational factors; and lifestyle factors. The dependent variable of the study was academic performance. The overall objective of the study was to examine factors influencing the academic performance of the undergraduates in University of Peradeniya. Specific objectives of the study were to identify major factors influencing the academic performance of undergraduates, to examine the impact of socio-demographic factors on the academic performance of undergraduates, and to analyse the relative impact of different factors on the academic performance of the undergraduates

Methodology

The selected research design was based on a positivistic paradigm and deductive approach. Quantitative methodology and a cross sectional survey design was employed to achieve the research objectives. The total number of respondents were 610 final year students from six faculties including 70 undergraduates from the Faculty of Agriculture, 136 from Faculty of Arts, 100 from Faculty of Science, 100 from the Faculty of Management, 138 from Faculty of Engineering, and 66 undergraduates from the Faculty of Allied Health Science. The sampling frame combined the undergraduates of the six faculties who had registered for their final academic year in 2018/2019. Validity of key research instruments were ensured using established constructs. Primary data was collected using a self-administrated questionnaire, which was prepared in both Sinhala and English medium. Descriptive and inferential statistics were utilized in data analysis. Descriptive statistics such as mean, standard deviation (SD), frequency distributions were used. For

63

inferential statistics correlation to test the relationship between variables, independent sample t-test to compare means of academic performances between males and females was used. Analysis of variance (ANOVA) was conducted to compare the means of academic performance among different group variables. Multiple linear regression was conducted to predict the relationship between the independent variables

Findings and Conclusion

Results of the t-test indicated a significant mean difference (p<0.01) in academic performance between males and females' t (608) = -9.30, p<0.01. Females recorded a superior academic performance with a CGPA mean value of 3.19 (0.32) over male students' CGPA mean value of 2.92 (0.42) highlights that males and females have a different level of academic performance which depends on the gender of the student. Results of ANOVA indicates that there is a significant difference (p<0.01) in the academic performance of students among the six faculties of study. F(604) = 15.03, p<0.01. Higher mean of CGPA 3.20 in the Science Faculty and lowest mean of CGPA 2.86 in the Engineering Faculty. Class room interactions are positively correlated with academic performance. By increasing class room interaction in one-unit, academic performance can be increased by 0.15 units of SD. In addition, Chi-square test was done to compare gender and class room interactions. Results indicated that female classroom interactions are higher than that of males. X2(2) = 35.47, p<0.01. Age of undergraduates had a negative correlation (r = -0.138, p<0.01) with academic performance. Results showed that academic performance also had a positive correlation with English proficiency (r = 0.12, p < 0.01), self-study (r = 0.16, p < 0.01), and library usage hours (r= 0.16.p<0.01) of undergraduates. Similarly, a previous study conducted by the Faculty of Agriculture, University of Peradeniya revealed that English language proficiency and self-study to be the main components of academic performance at any level of the undergraduate degree programme. (Weerahewa, Bulathwela, Silva, & Perera, 2012). Results of ANOVA indicated a significant difference (p<0.01) in the academic performance of students' accommodation. F(607) = 3.91 p<0.01. Higher mean value of academic performance (CGPA 3.18) in students at private boarding contrasted the lower mean value of academic performance (CGPA 3.04) of students staying in university hostels. There were no significant relationships (p>0.01) of academic performance with respect to the relationship status, impact of social media usage, perceived social support, and expenditure on education of undergraduates.

Keywords: Academic performance,

Undergraduates, Gender, Study

Programme

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Impact of Job Satisfaction on Employee Intention to Remain in an Organization

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Introduction and scope of the study

Human resource management is a critical function within an organization, which ensures that employees are assigned to the right position at the right time with a proper understanding of their competencies. Human resource is the key factor that engages all other resources in achieving organizational goals and objectives. In this context, identification, development and retention of human capital plays a vital role. The volatility and uncertainty in the business environment created a challenge in retaining the talented workforce (Pfeffer, 1994). In retaining the workforce, psychological factors have a huge impact. In this context, the management should concentrate on formulating and implementing strategies to reduce the turnover as same as they pay their attention on overall business strategies (Ghosh, Satyawadi, Joshi, & Shadman, 2013). ABC Company is a BPO Company engaged in the IT Sector in Sri Lanka. The basic function of the Company is to validate product availability within the market. In Sri Lanka, the IT Sector is a fast-growing industry which holds 14th place as per 2016 statistics. Within ABC Company, there are two levels of employment: management and operational. Although the company is involved in a fast-growing industry and takes care of their operating staff, it does not perform as well as other organizations in the same sector. Also, the rate of the turnover and new recruitments has increased in 2017 when compared with 2016 which is not a favourable indicator. However, due to poor performance and high turnover level, the company is unable to develop into large organization. Based on the above, factors that cause slow growth of the organization have been identified. The study was based on the impact of job

satisfaction on employee's intention to remain within the organization. The two major variables identified in this model are: job satisfaction and employee's intention to remain. The former was considered as the independent variable and the latter as the dependent variable. Job satisfaction was measured in four dimensions which were, salary, work environment, career advancement and supervision. The main Hypothesis (H1; Alternative Hypothesis) was based on the independent variable and dependent variable of the study. The relationship between dimensions and dependent variable were analyzed the same way using H1a, H1b, H1c and H1d considering the alternative hypothesis. The general objective of the study was, to identify the impact of job satisfaction on employee intention to remain within ABC Company. The study was carried out under two specific objectives. The first, to identify the most prominent dimension of job satisfaction to improve the intention to remain within the company and secondly, to identify the role of the organization in retaining employees.

Methodology

A quantitative method was employed for the study. Both primary and secondary sources were used in the collection of data and analysis. Primary data sources such as structured questionnaire in the 5 Points Likert Scale was used to build up direct contact with the sample population. The questionnaire consisted of 28 questions of which 4 questions were based on demographic factors (gender, civil status, age and education). Ethical assurance of the research study was taken prior to data collection. Secondary data sources such as employee registers, exit interviews and turnover reports were collected from the HR department of the company. The study population comprised with operational level employees; validation QAT staff which comprised of 626 employees in number. Out of 626 employees, 150 had

Research Symposium 2019 65

been with the organization for a longer period while the rest were recruited within the considered research period. The sample was selected using HR Records which were available in the HR department. The simple random sampling method was employed to select a sample of 75 employees which represent 50% from the population. The reliability, validity, descriptive Statistics and multiple regression analysis have been used to test hypotheses.

Findings and Conclusion

In the analysis of the Reliability the Cronbach's Alpha was used and the results implied that, the Alpha values lies between 0.704 to 0.923. Though Intention to Retain (DV) carries the lowest Alpha value, still it is within the range of Adequate. Alpha Value of Work Environment is above 0.8 and the Alpha Value of other variables are above 0.9. In analysing the validity of the study, KMO and Bartlett's test was considered. The results indicated, KMO Value as 0.500 and Bartlett's test value as 0.000. Hence, it was concluded that the validity of the measurements is adequate. The analysis was done in two models. One between Independent Variable and Dependent Variable (First Model) and the other between Dimensions and Dependent Variables (Second Model), according to the hypothesis developed in the beginning. Multiple Regression analysis showed that multiple correlation coefficient between IV and DV is more than 66% and between Dimensions and DV 72.3%. The R Square Value is 43.6% under the first model and it's 52.3% under the second model. This implies the Dependent Variable was explained around 50% by the considered variables of the study. The key finding of this is, there are other factors that affect the employee intention to remain within a company. The regression model was significant as the p (associated with F test) < 0.05. Furthermore, supervision and career advancement were considered as insignificant variables (p>0.05), whereas salary and work environment were considered as significant variables. The study shows that the employees' mindset was influenced for retention within the company. In this context, it is concluded that job satisfaction is a major factor that HR should take care of in order to retain their employees.

Keywords: Job satisfaction, employee retention,

psychological factors

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The Impact of Organizational Factors on Work Life Balance of Academics: Evidence from a State University in Sri Lanka

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Introduction and scope of the study

Work life balance refers to practices at the workplace that appreciate and support the needs of employees in achieving a balance between the demands of their work and their lives. Work life balance of academics is a different to other areas of employment and not always how it is perceived. The modern academic has to consider the priorities of teaching, research and administration, working long hours. Many academics suffer from imposter syndrome and increasingly feel under pressure to deliver excellence in everything they do. Surveys show low morale among the academic workforce, with reports of some academics working in excess of 60 hours per week and unacceptably high levels of stress related illness. Even though universities have developed strategies and policies to encourage work life balance of academic staff, the process had been slow. Therefore, this study was aimed at investigating the organizational factors which were affecting the work life balance of academics. Academics have to be driven and committed individuals. They strive to help their students and feel compelled to make a difference in the world, either through the pursuit of their original research or through inspiring and educating young people. Hence, the scope of the job is broad and the demands of the job very high (Langley-Evans, 2018). Previous work by several authors have shown that work life balance bears little relationship to employees' engagement and intention to stay with organizations (Parkes & Langford, 2007). So, the study extends by investigating the impact of organizational factors on academics' work life balance. The study considered variables such as the work environment, leadership style, employee benefits

and employee wellbeing that impact work life balance. According to Business Dictionary.com (2018), work environment is the location where a task is completed and can be measured using construct elements including transparent and open communication, flexible working arrangements and sound working process. As per Newstrom & Davis (1993), leadership style is the manner and approach of providing direction and implementing plans. Leadership style was measured using construct elements including power, influence and leader follower relationship. Indirect and non-cash compensation paid to an employee indicated employee benefits. Employee benefits were measured using constructive elements including benefits mandated by law and benefits not mandated by law. Wellbeing is essentially how someone feels about various aspects of their life. Employee wellbeing can be measured using constructive elements such as physical and mental wellbeing. Work life balance can be measured by using two constructive elements such as multiple roles and satisfaction of multiple roles. The research objectives were to identify factors affecting work life balance of academic staff, to identify the relationship of each factor and the work life to understand reasons behind inadequate work life balance of this constituency.

Methodology

The population included 150 academics of a selected Faculty of the University, of which the sample was 100 selected through simple random sampling technique. This research was conducted as a quantitative study. All Cronbach's alpha values were above 0.7 and the response of the sample academics was more towards negativity.

Findings and Conclusions

The correlation coefficients between independent variables and work life balance were statistically significant and indicated a strong positive linear relationship. Regression coefficient (R) was 0.961. R-square is 0.924. This indicated that 92.4% of dependent variable has been described by the independent variables. Durbin-Watson value of 2.043 means that there was no autocorrelation. The significance (p) value of the analysis showed a value of 0.000 which is <0.05. This means regression model is acceptable. Beta values of the independent variables were positive. Collinearity statistics stated that leadership style, employee benefits and employee wellbeing were having higher VIF (Variance Inflation Factors) respectively and confirmed the multicollinearity effect. It was essential to drop employee wellbeing (the highest VIF) to rectify multicollinearity.

Work environment, leadership style and employee benefits had a significant impact on work life balance. The correlation coefficient between employee wellbeing and work life balance were not significant. The correlation coefficient between independent variables and work life balance was significant and there was a strong positive linear relationship. The strongest predictor of work life balance of academics was employee benefits and the weakest predictor was work environment. Work environment, leadership style and employee benefits can be considered as significant factors that measure the work life balance of academics. Therefore, the university needs to improve the work environment to help all academics to achieve work life balance by facilitating work style reforms offering flexible working options, maintain sound relationship with senior academics and also needs to provide both mandatory and non-mandatory benefits to the academics. According to the study, it was revealed that the employee wellbeing cannot be considered as a significant factor. Academics considered the factors of work environment, leadership style and employee benefits rather than being paying attention to wellbeing initiatives provided by the university when determining their level of work life balance. Among the other variables, employee benefits have the highest positive correlation. Therefore, the University must enhance and maintain sound benefits to enhance this for which, the university needs to analyze current employee benefits, benefit packages of competing Universities and accordingly frame their employee benefits to coincide with their requirements. Offering employees benefits is a smart move from a talent acquisition and retention standpoint.

Keywords: Work Life Balance, Employee benefits, University academics

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A Study of the Impact of Employee Engagement on Employee Performance in the Business Context of an Apparel Company

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Introduction and scope of the study

The study explored the impact of selected employee engagement variables on performance of sewing machine operators of an apparel company. It intended to study factors that affect employee engagement and their level of influence on employee performance variance. Research findings have established that a high level of engagement has a direct impact on improved performance (Armstrong, 2010). Moreover, the study provides indications for enhancement of employee performance through engagement. The study provided thorough comprehension on subject areas of employee engagement and performance that provoke pragmatic approachinaddressinghumanrelatedissuesatworkplace. Study investigated opportunities and strategies related to employee performance, efficiency, reducing rework percentages, and mitigating absenteeism issues in the apparel sector. In fact, efficiency of workers, quality of the output, and attendance on the job have implications for determining employee engagement level, which is linked to performance (Mathis, Jackson, & Tripathy, 2012). The apparel industry renders a significant contribution to national economic growth. and their practices that have impact on production. Statistics revealed that apparel denoted the highest composition (32%) of the Factory Industry Production Index (FIPI) in 2016 (Central Bank of Sri Lanka, 2016). Whereas, in 2017, Index of Industrial Production (IIP) affirmed that the apparel division had the major contribution to the growth of industrial production (Central Bank of Sri Lanka, 2017). The major study variables were derived through review of literature in order to test the relationships between the independent and dependent variables. The determinant factors of employee engagement were identified as job characteristics, leadership, salary and benefits, and recognition. Considering the determinants as independent variables; they were tested on the dependent variable, employee engagement. Thereafter, engagement was considered as the independent variable to test its impact on employee performance. Based on this framework, statements for null and alternative hypothesis were generated to test the relationship between respective independent and dependent variables. The overall objectives of the study were to assess the factors that influence employee engagement variability, to analyze the impact of employee engagement on employee performance variability.

Methodology

The study was conducted by using mixed method, in which both quantitative and qualitative data are gathered, analyzed, and interpreted to generate research findings. The population of the study were sewing machine operators who were also non-executive employees. Further, the study adopted a stratified random sampling technique, so that the number of respondents were reduced from 310 to 100 randomly selected sewing machine operators, representing 32% of the study population. Primary data was collected through a pre-tested structured questionnaire and interview. The questionnaire gathered both quantitative (scale-based) and qualitative (open-ended) data from the sample. Structured interviews intended to collect qualitative data, were formulated with open-ended questions, and were conducted face-to-face with 10 randomly selected sewing machine operators. Relevant secondary

data were gathered by referring company records and reports maintained by production and human resource departments. Cronbach's Alpha test, correlation analysis, and regression analysis were conducted to generate major quantitative findings. Data gathered through open-ended questions were assessed by using narrative and content analysis to produce qualitative findings of the study. In the operationalization of variables, each variable was assessed by using four major indicators that were used to create scale-based questions.

Findings and Conclusion

All variables had Cronbach's Alpha values greater than 0.60 (job characteristics-0.852, leadership-0.861, salary and benefits-0.779, recognition-0.777, employee engagement-0.866, employee performance-0.703), confirming that the data collected for the study are accepted as reliable data to continue with the analysis. The correlation results show that job characteristics, salary and benefits, and recognition have moderate degree of positive correlation with employee engagement (r = 0.505, 0.517, 0.598 respectively). Hence, when job characteristics, salary and benefits, and recognition are improved, there is moderate improvement in employee engagement. Whereas, leadership has a marked degree of positive correlation with employee engagement (r = 0.609), which means, when leadership is improved there is higher or greater improvement in engagement. However, employee engagement as the independent variable, has a moderate degree of positive correlation with employee performance (r = 0.414). Regression analysis results reveal that job characteristics, leadership, salary and benefits, and recognition have positive linear relationships with employee engagement (r2 = 0.255, 0.371, 0.267, 0.351 respectively). And variations in employee engagement can be described up to 25.5%, 37.1%, 26.7%, and 35.7% respectively, by the measure of the independent variables. Similarly, employee engagement also has a positive linear relationship with employee performance (r2 = 0.171) indicating that employee performance can be described up to 17.1% by the measure of employee engagement. The following findings and conclusion that are derived from the results of data analysis, are catered to meet the objectives

set at the beginning of the study. Job characteristics, salary and benefits, and recognition as determinants have moderate influence on variability of employee engagement. Yet, leadership has comparatively greater impact on engagement. Generally, with the enhancement of determinant factors, employee engagement too can be improved. Variations in employee engagement can be explained up to 25.5%, 37.1%, 26.7%, and 35.7% by the measure of job characteristics, leadership, salary and benefits, and recognition respectively. There is moderate relationship between employee engagement and performance. Hence, employee performance level fairly increases with the enhancement of employee engagement. And variations in employee performance can be determined up to 17.1% by the measure of employee engagement. Generally, enhanced job characteristics, having good and friendly supervisors, having increments and benefits, and recognition at work, improve employee engagement, from which operators are motivated to actively engage in work. Also, when operators are sufficiently engaged, they tend to perform well. Therefore, engagement becomes a decisive factor for better performance.

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Impact of Employee Engagement and Leadership Practices on Human Capital Management

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Introduction and scope of the study

Human Capital Management Practices of an organization enable its management to evaluate the current and future value of its human capital that contributes to the performance of the organization. There are five key factors that influence HCM interventions of an organization: leadership practices, work force optimization, knowledge accessibility, learning capacity and employee engagement. This research was conducted focused on identifying if there is a relationship between employee engagement (EE) and leadership practices (LP) on human capital management practices (HCMP) through a case study focusing on a selected Information Technology (IT) organization in Sri Lanka. Unlike in other process driven industry, key result areas (KRA) and key performance indicators (KPI) cannot be easily defined for the IT sector as the scope and the expected results of different roles of the industry, such as software developer, software quality assurance engineer, business analyst, and more, cannot be simply defined and outlined as it is more focused on qualitative perspectives of measurement. Hence, the measurement of the input of the workforce verses the output of the organization is not an easy task, therefore developing the human resource to function at its best level of performance would be ideal for such organizations with a complex performance evaluation culture. Creating an environment where human capital of the organization operates at its maximum capacity becomes useful in this context. Hence, this study focuses on evaluating the impact of Leadership Practices (LP) and Employee Engagement (EE) on Human

Capital Management Practices (HCMP) to understand to what extent organizational leadership practices and employee engagement can be stimulated to maintain better Human Capital Management Practices that direct the organization to a greater level of performance. Objectives of the study were to identify the relationship between leadership practices and human capital management practices and to assess the relationship between employee engagement and human capital management practices. Study examined the impact of the two main independent variables, namely Employee engagement and Leadership practices on the Human capital management practices. Each of the two main independent variables consisted of five dimensions. Human capital management practices were observed in relation to five practices, namely training, development, career progression, succession planning, and compliance.

Methodology

This study attempts to establish the impact of the independent variables: Leadership and Employee engagement on the dependent variable: Human Capital Management Practices. The scientific method was employed and conducted in the natural environment where events normally occur. None of the variables in the IT industry were controlled or manipulated and no artificial or contrived setting was created for the purpose of this study. The unit of analysis was individual: i.e. all levels of employees, varying from junior engineer/ executive. engineer/executive, senior executive to management, in the selected organization. All employees of the organization were considered as a whole when selecting the target population. The survey was conducted to generalize the results of the study population., where a quantitative research design with a sample of 60 respondents was used. The sample size was

calculated with 95% of confidence level, 50% response distribution and 10% of margin of error, as there was enough evidence of the literature to assume that there would not be an equal split in the respondents' answers. Convenience sampling technique was used. The analysis consists of the reliability and validity of the instruments. First univariate analysis was conducted, which consists of the frequency distribution analysis of the respondents by their demographic factors and the frequency distribution analysis of the independent variables and the dependent variable. Multivariate analysis was conducted identify the relationship between EE and LP on HCMP.

Findings and Conclusion

According to the model summary value of R2 s 0.946, HCM practices has been explained by 94.6% through variation in leadership practices. The p-value was less than 0.05 showing that leadership practices have an impact on HCM. A strong positive relationship between leadership practices and human capital management practices of the selected organization was observed. Improved organizational performance could be achieved by implementing better leadership practices in the organization. Rogel (2019) proposed ten employee engagement factors that need to be evaluated in organizations, which includes key factors influencing employee engagement, including ownership, employee as a promoter, enthusiasm, satisfaction in achievement, belongingness and more, out of which ownership, employee as a promoter, enthusiasm, satisfaction in achievement, and belongingness were used in designing the survey questionnaire. According to the model summary, value of R square is 0.954, depicting that HCM practices is explained by 95.4% through variation in Employee Engagement. According to the analysis, the p-value is less than 0.05. This means that employee engagement has an impact on human capital management practices. Therefore, we can conclude that there exists a strong positive relationship between employee engagement and human capital practices of the selected organization. It is recommended to implement more HCM practice interventions such as

training on both technical and soft-skill development perspectives, development opportunity for a vivid rage of perspectives, provide their employees with more career progression opportunity, based on their area of expertise as well interest where they want to further develop their career. The organization could frame its leadership practices with above studied perspectives, i.e. support of the management, to develop more confidence on people's abilities, provide autonomy of work and openness for employee feedback and to provide more employee recognition.

Key words: Employee engagement, Leadership, Human capital management

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Quality of Work Life and Job Satisfaction of Sewing Machine Operators in a Sri Lankan Organization

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Introduction and scope of the study

Employees' enthusiasm towards their work and day to day life is a measure of the quality of work. Job satisfaction is a crucial factor in the employees' tenure in an organization. The Sri Lankan apparel industry is a reputed place in the world context (Embuldeniya, 2015). At present, a majority of women are employed in this industry whilst being expected to manage household work in addition to the busy routine of their daily jobs (Herath, 2015). Reasons for this study is due to the tardiness and high absenteeism of machine operators. Small-scale garment factories normally contribute to main organizations in apparel industry for parts of their orders. As such, small-scale factories have a higher responsibility to meet deadlines. Certain machine operators were frustrated because of the stress of meeting targets and the management found that although payment was increased, employees were given significant relief and daily absenteeism was guite higher compared to the previous year. Based on the literature, quality of work life was recognized as the independent variable and job satisfaction the dependent variable. The belief is that employees can perform at their best if they are given enough autonomy in managing their work and make decisions (Subhashini & Gopal, 2013). There has been emphasis on the importance in working conditions leading to better quality of work life while others feel a fair compensation and job security should be emphasized. Fair pay, stress at work, health and safety, training programmes, opinion about respect at work place, grievance handling procedure and welfare facilities have been identified as factors affecting the quality of work life and these were selected as the independent variables for the current study. The dependant variable was job satisfaction. The main objective of the study was to identify the impact of the quality of work life on job satisfaction on machine operators. Accordingly, with the intention of fulfilling the main objective, specific objectives were to assess the quality of work life among the female machine operators, to assess the job satisfaction among the female machine operators, to investigate the relationship between quality of work life and job satisfaction among the female machine operators, and to suggest to improve job satisfaction through quality of work life among female machine operators.

Methodology

Since this study is primarily designed to examine the relationship between quality of work life and job satisfaction among female employees in a selected organization in the apparel industry, a quantitative research approach has been used to examine the relationship between quality of work life and job satisfaction among female machine operators. Convenience sampling has been employed as the appropriate method of sampling, to collect the data from the population. The sample size used was 86 female machine operators out of the total 100 female machine operators already working in the garment factory. A questionnaire was used as the main research instrument to collect primary data, including 24 statements. Reliability test, descriptive statistics, correlation analysis are also used to analyse data.

Findings & Conclusions

Correlation analysis was used to find correlations existing between the variables. Pearson's Coefficient of Correlation was conducted to measure the association between independent and dependent variables. Regression analysis shows that there is an impact of the quality of work life on job satisfaction. The results of correlation analysis depict that there is significant and positive relationship between health and safety measures, training programs, grievance handling procedure, welfare facilities with job satisfaction. However, findings show that there is no significant relationship between fair pay, stress at work, respect at workplace with job satisfaction. The results show that organization such as a garment factory would have to place greater value on their workforce and have to maintain better working conditions as when employees feel secure it attracts more youth and skilled employees to the organization in addition to retaining the well experienced workforce for a longer period. Recommendations can be made as follows. Since all the female machine operators were stressed with tremendous targets and with the absenteeism and tardiness occurred as a result of this situation, the organization has to implement a shift basis schedule for production. Further, establishing better communication with the supervisors would lead to good coordination with machine operators. The management should consider establishing leave plans in order to increase the flexibility of access to leave.

Key Words: Quality of work life, Job satisfaction

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Employability of Graduates: The Case of Agriculture Graduates

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Introduction and scope of the study

The educated are considered valuable human capital in a country. Hence, education is one of the important factors that measure the development and wealth of the country. Moreover, it is an essential factor in seeking decent employment opportunities (Alkafri, 2011). On the other hand, due to the globalization, rapid changes in technology and diverse needs of the employer, although graduates have a sound educational background, they have to compete with each other in securing a decent job. Educated youth need to engage in productive employment that corresponds with their educational background in order to contribute to economic growth of the country. Recent experiences reveal that even wellqualified graduates have a long wait for employment opportunities following graduation (Ariyawansa, 2013). Even though students have a rich educational background, they often lack the skills and competencies that are demanded by employers, eventually leading to the problem of unemployment (Omar & Rajoo, 2016). Moreover, not many studies have shed light on the causes of unemployment among agriculture graduates in Sri Lanka. Hence, this study was designed to identify the causes of unemployment among agriculture graduates in the country, barriers for employment and possible suggestions to overcome these barriers. The dependent variable in this study is unemployment (measured by the number of months agriculture graduates stay unemployed since their graduation) whilst independent variables are Final Grade Point Average (FGPA), gender, majoring module, extra-curricular activities at school and university, personal contacts and professional qualifications i.e., CIMA, CCHRM. The overall objective of the study was to find causes of unemployment among agriculture graduates. Furthermore, the study was designed to identify possible barriers for employment when competing with other candidates and possible suggestions to overcome the respective barriers.

Methodology

A randomly selected sample of 50 agriculture graduates were contacted in person and via email to obtain responses to a structured questionnaire including 28 different questions focusing on demographic, academic, extra-curricular and professional information. The sample comprised of graduates who have completed their B.Sc. in Agricultural Technology and Management Degree in 2017. In order to identify the causal reasons for unemployment, Poisson Regression method was employed. In addition, barriers to be employed, competition amongst candidates and suggestions to avoid unemployment have been discussed qualitatively.

Findings & Conclusions

Results revealed that FGPA and extra-curricular activities have a negative relationship with unemployment (p<0.05). Graduates with high academic performance and a high level of involvement in extra-curricular activities were more employable. The study further examined the perceived reasons for unemployment among agriculture graduates i.e., waiting for the most suitable job, competition in the job market and most recruitments being based on political contacts. In addition, the study found barriers to compete with other candidates in the job market i.e., lack of employment experience, lack of fluency in English language, poor performance at interviews, lack of communication skills, lack of

professional qualifications and practical experience, political involvement in the government sector, high expectations from the first job, age restrictions in certain sectors, poor government policies and gender issues. The study concludes that FGPA and extra-curricular activities have a high impact on the employability of a graduate. Lack of skills in demand by employers was a major reason for unemployment. The study moreover reveals that the lack of previous employment experience, practical knowledge and communication skills are significant barriers for employment. It is recommended that providing undergraduates with training and skills corresponding with industrial requirements, promoting self-employment opportunities, conducting professional courses for additional qualifications in related fields, encouraging students to train themselves in public speaking in order to improve communication skills & avoid language barriers, extend their industry internship as the part of the degree requirement conduct workshops at university level.

Keywords: Determinants, Perception,

Employability, Agricultural Graduates

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Contribution of Project Management for Human Resource Professionals: A Conceptual Study

Ramakrishnan Vivek

This research has focused on how Project Management (PM) contributes to the functions of Human Resource Management (HRM) professionals. PM is about initiating, planning, implementing, controlling a team aimed at achieving a set goals within a specific time delivering successful results. HRM can be defined as the function of managing an organisation's workforce to create a competitive edge for the company. However, HRM also has certain limited functions where project management tools can be applied. Other than these short-term functions, the HRM department's work can be specified according to the project life cycle i.e. initiating, planning, implementing, controlling in order to deliver a superior HR service to company employees. Main objective of this study was to assess the relationship among Project Management and Human Resource Professionals HRM is the process of managing people in an organisation in a manner of creating competitive advantage. HRM has different parts with unique responsibilities i.e. recruiting/ selecting, training, employee relations, welfare assurance and compensation management. The success of project management lies in providing the desired results at the time of project closure. Thus, projects have been more temporary than repetitive. However, in the complex business context there might be long term projects that can be identified as semi-permanent (Abbasia & Jaafari, 2018). As an example, in the consultation industry, building a 07-star hotel in the sea may take nearly 07 years and this entire project can be separated into mini projects that can assigned to different groups. The main challenge of PM is achieving success with constraints of resource allocations. When describing the PM process there are four key stages and combinations of these four elements defined as the Project Life Cycle (Patanakul, Iewwongcharoen, & Milosevic, 2016). They are Initiating, Planning, Implementing, and Closure. The Initiating stage is where PM teams identify project problems, goals to be achieved feasibility and key deliverables. It helps to determine the primary focus of the project and whether the selected scope is practically achievable. Thereafter, key deliverables will be decided (Patanakul, Iewwongcharoen, & Milosevic, 2016). During Planning, the large project will be broken in to smaller tasks with achievable goals. Documenting the entire project plan, work flow defining, task allocation, Team allocation, finance and other resource allocation will be done at this stage (Abbasia & Jaafari, 2018). Implementation is where the project comes into action. Here, PM managers should address deviations immediately and take corrective actions as necessary (Barnard, Fletcher, & Steyn, 2018). Once the expected work is completed on a specific project, at the Closure stage, the PM team will handover project deliverables and resources with a detailed report of the project outcome. Once the project is handed over, it is mandatory that the Project Manager assesses the success and failures of the project which can be addressed in future (Patanakul, Iewwongcharoen, & Milosevic, 2016). Human Resource Management is of strategic importance to a project-oriented organization. This entails not only filling positions with suitable people, but also creating tools to achieve or satisfy project deliverables. Project Management needs to maintain procedures that were created to complete a project. This contains regular group and overall team meetings, requiring regular updates and reporting, responding to problems that need to be solved before the project can continue, changing aspects of the project if the original

plan does not work out and ensuring the deadlines are met. It is inevitable that the success of a project mostly depends on how Human Resources are managed.

Key Words: Project management, HRM professionals

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The Impact of Social Barriers for Female Candidate Acquisition in the Hospitality Industry

Chulani Samanthika

This study was conducted to identify the social barriers that are seemingly setbacks in attracting female candidates to the hospitality industry. Social barriers can impact different areas of society and one is with regard to female candidate acquisition. The hospitality industry is vast with many opportunities and different areas. Female candidate acquisition in the perspective of Human Resources, is as normal recruitment and acquisition of candidates to the industry. However, due to certain social ethics, norms and ideas it has been a challenge. At present, the hospitality industry has only a few female staff to work in different departments such as Food and Beverage and Housekeeping. This research was conducted to investigate the social barriers that do not allow females to enter the hospitality industry. The main objective was to identify issues faced by females with responsibilities, finding and maintaining employment and ensuring legal support for them while at the same time making a career in the hospitality industry gain respect in society. Practically, even at present, the society has many ethics and cultural beliefs of certain industries, which are seen as not suitable for females, one such being the hospitality industry. The general objective of the study was to identify the impact of social barriers on female candidate acquisition to the hospitality industry whilst specific objectives were to determine and understand major factors that impact females in entering this industry and to arrive conclusions and recommendations for ways to attract females to the hospitality industry beyond existing social barriers. This subject is not relevant to other industries such as medical, education, apparel etc. as

there are plenty of females working in these. But in the hospitality industry it has been a challenge due to the social norms in Sri Lanka. This research was expected help the industry to attract the females changing the prejudiced mindset they have of the hospitality industry. The study used mixed methodology of collecting and integrating quantitative and qualitative data and defining concepts and introducing a conceptual framework of operationalization, developing a positive hypothesis and null hypothesis to be tested with their probability values. The population and the delimitation of the study were female candidates who were interviewed, recruited and left the company within one week. The reasons for their resignation were taken as independent variables.

The Population considered for this study was 53 and the sample size 45 as per simple random sampling method. Primary Data sources were interviews with current employees of the company, distribution of questionnaires, observing the recruitment procedures of the company and a case study for the executive level and above. Secondary Data sources such as, project reports and research conducted by the Sri Lanka tourist Board and The Hoteliers Association of Sri Lanka and published journals of hotels. Data analysis was conducted with SPSS software together in determining the coefficient of correlation and regression analysis. The analysis indicated that salary and the benefits for females should be increased and facilities upgraded in the hospitality industry to acquire and attract more female candidates. According to the findings it was identified that the four selected factors of social barriers have a moderate impact on female candidate acquisition in the hospitality industry. Based on the analysis, the following recommendations could be done. Conduct a market salary survey for females to determine salary

levels of competitors in the hospitality industry and frame the compensation structure accordingly. With the industry earning high profits, it should be eligible to pay higher than the standard salary which is defined by the Government.

Key Words: Social barriers, Females,

Hospitality industry

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Relationship between Emotional Intelligence and Job Stress with a Moderating Effect of Age: A Study of Bank of Ceylon

H H S S Silva¹ & I P Kaluarachchi²

Today, employees face greater pressure in an increasingly demanding and competitive workplace, due to common reasons such as work overload, poor management of work, unplanned work design and interpersonal conflicts. Thus, the negative impact of occupational stress has become an issue of great concern for the individual and the organization in which they work. Stress in an organization can negatively affect outcomes such as job satisfaction (in the possible forms of high turnover, absenteeism, low morale and reduced productivity). As a result of high work load and increased pressure on employees, they undergo work stress. With the introduction of new technology, a reduction in staff has led to a high work load on the remaining employees. Among Banking Officers, being unable to cope with changes in the new technology has led to high level of stress. With the introduction of ATMs, new technology and automation, work simplification has occurred, but the final result has been a burden on the remaining staff due to the increased amount of work on individual employees. Further according to the discussion, Junior Executives, Executives, Managers and Chief Managers are the groups of employees who experience most stress. The study focuses on the impact of Self Awareness, Self-Management, Social Awareness and Relationship Management on Job Stress with the moderating effect of the Age factor. Identification of the Impact of emotional intelligence on job stress was the general objective of the study and there were four specific objectives in support of the general objective. The specific objectives were: to identify the most important type of intelligence which affects job stress; to identify the moderating effect of age to the relationship between emotional intelligence and job stress; to identify the current level of stress among the employees; and to suggest recommendations to reduce job stress through emotional intelligence. The study population comprised of approximately 2500 Executive staff in Colombo and a sample of 50 Executive level employees in Borella, Pettah, Peliyagoda and Malabe branches. In achieving the objectives there were 8 hypotheses, 4 consisted between IV and DV and the other 4 focused on the moderating effect of Age. Data was collected via a structured questionnaire which was analyzed based on SPSS, Correlation analysis, Regression analysis, Percentage analysis and Descriptive analysis.

The analysis of demographic findings indicated that 58% of population were female and 42% male. Most of employees (48% in the organization) were between the ages of 31-40. A majority included those of Junior Executive Officer level and passed the Advanced Level Examination as their Highest Educational Level. 86% within the sample were married. According to the correlation matrix, Emotional Intelligence factors are strongly associated with Job Stress. All correlation coefficients of Self Awareness, Self-Management, Social Awareness and, Relationship Management show negative relationships. Correlation coefficients of Social Awareness were statistically highly significant, whilst Correlation coefficient of Self-awareness, Relationship Management were statistically significant. The strongest negative significant association shows in between Social Awareness and Job Stress with a coefficient of

correlation of -0.509 at a 0.01 significant level. There is a negative correlation between Self Awareness and Job Stress. In this case the coefficient of correlation was -0.298 at a 0.05 significant level. There was also a negative correlation between Relationship Management and Job Stress and its coefficient of correlation is -0.293 at a 0.05 significant level. Although a negative relationship is shown between Self-Management and Job Stress its correlation coefficients are statistically insignificant. The moderating effect of age on the relationship between Emotional Intelligence and Job Stress too was analyzed. Considering overall findings of the research, it can be concluded as, Increase of Self-awareness, Social Awareness and Relationship Management causes to decrease job stress whereas the increase of Self-Management does not have a possibility to reduce the same. Considering the moderating effect of age, Selfawareness. Self-Management and Social Awareness moderately effect job stress whereas Relationship Management does not provide a clear relationship, hence the hypothesis was rejected. Improving Emotional Intelligence to reduce the level of stress by introducing more focused and updated training on emotional intelligence, introducing new recruitment methods to assess the EI at the entry level and Emotional Intelligence should be introduced to the corporate culture and to all the corporate leaders and managers.

Key Words: Job stress, Emotional Intelligence

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The Effect of Employee Engagement on Work Life Balance as a Mediating Role of Job Satisfaction: A Study of IT Professionals: Based On 5 IT Companies in Sri Lanka

K M S Swarnasinghe

This study was conducted to identify the problems faced by Sri Lankan IT professionals and was carried out among five IT companies. The dependent variable of the study was Employee Work Life Balance. Employee Engagement was the independent variable and Job Satisfaction the mediator. This research used the quantitative method. Of the population of Sri Lankan IT professionals, employees from 5 major IT companies in Sri Lanka were selected as the sample of 110, according to the Morgan's sample table, which was selected according to the convenience sampling technique. Primary data which have been used for this research was collected by questionnaires that were previously prepared by professionals. Standard questionnaires helped to gather a reliable set of data for each variable, which was analyzed by SPSS. Data was analyzed by validity, reliability, correlation and regression analysis and checked for hypotheses. Finally, it was concluded that there is a significant relationship of employee engagement and work life balance, partially mediating job satisfaction among IT professionals in Sri Lanka. The population of this study were named as A1, A2, A3, A4 and A5. The sample was selected among these 5 main professions such as, IT Consultants, Software Engineers, Project Leaders and QA Engineers. The population consisted of over 10,000 employees of 5 companies, therefore, the Probability sampling method was used to obtain a sample of 110 employees. Informal interviews were conducted to obtain primary data on a wide area of data regarding the work life balance and other 2 variables. Data was analyzed using the quantitative method with questionnaires of Likert scale questions. The hypothesis was tested with ANOVA with the aid of SPSS software data that were analyzed by using charts, tables, figures and statistical tools in order to present the findings of the collected data.

According to the findings, a mean of the indicated 3 variables demonstrate moderate behavior. Mean of 3 variables depict a value between 2 and 3. Further, standard deviation of above 3 variables also lies in between -2 and +2. It proves moderate behavior of the 3 variables, used in this study to establish the relationship between employee engagement and work life balance mediating job satisfaction of the Sri Lankan IT employees. The value of AVE in work life balance is 35.407. But squared correlation of employee engagement is 0.740 and job satisfaction is 0.904. AVE value is greater than other values. Due to that, there is discriminant validity in this data set. The value of AVE in employee engagement is 34.126. But squared correlation of job satisfaction is 0.608. AVE value is greater than squared correlation value, due to which, there is discriminant validity in the data set. The correlation between 3 variables of the research gives a positive value. Correlation between job satisfaction, work life balance and employee engagement lies in between 0.1 and 1, specifically above 0.5 such as, 1, 0.951, 0.780 and 0.860. Which means that changes in employee engagement correlates with changes in work life balance, changes in job satisfaction correlates with the changes in work life balance, changes in employee engagement correlates with changes in job satisfaction. The correlation coefficient value in the coefficients indicates a perfect positive correlation between the variables. Significant value should be less than 0.01 to accept the alternative hypothesis. Hence it is statistically claimed that all the above-mentioned correlations are

85

significant and accepted. In conclusion, it was revealed that there is a direct relationship in between the independent variable, mediator and dependent variable of the research, which establishes that Job satisfaction significantly mediates the relationship between employee engagement and work life balance of IT professionals in Sri Lanka. In long term point of view, if an organization facilitates family-oriented policies, it can increase the employees work life balance.

Key Words: Employee engagement,

Work life balance

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Job Satisfaction of the Upper Secondary School Teachers

Prasanna Samarathunga

Human resource is the only human element in the four factors of production. Therefore, the way human resources are managed will impact on organizational performance and plays a more vital role in the service sector when compared to the production sector. Teacher is the most important factor in a school education system and the satisfaction of teachers' will impact not only on themselves but also on the students and the society at large. Teachers act as role-models, since they are the pillars of the society (Jyoti & Sharma, 2009). But studies on school teachers in upper secondary schools have revealed that teachers are dissatisfied with their pay and workload. The positive factors are, due to the nature of the profession such as the pension scheme, social acceptance and recognition, more holidays, opportunities for extra income through private tuition, lack of similar job opportunities in the market in other sectors, low employee separation due to discipline procedure. This situation compels dissatisfied teachers to continue to work which is detrimental to job performance. According to the study of Mangaleswarasharma (2017), in Sri Lanka, most of the teachers are in the teaching profession of their own choice, although not all have job satisfaction. Therefore, it is important to understand the factors leading to jobs satisfaction in order to reach solutions to improve the efficiency of teachers. Job satisfaction of Upper Secondary school teachers was measured by five categories under 23 variables. They are, Job Characteristics (07 variables); Social Benefits (04 variables); Meaningfulness of the Job (07 variables); Support from Administrators (03 variables); and Intention to Remain (02 Variables). The objectives of this study was to identify what kind of job

satisfaction aspects are teachers satisfied with? how do teachers differ in their job satisfaction in relation to gender, age, marital status, qualification, teaching experience, and promotional position?, which of the job satisfaction factors contribute significantly to teachers' intentions to remain at work? and Is there a relationship between teacher job satisfaction and job characteristics, social benefits, meaningfulness of the job, support from administrators, and teachers' intention to remain on the job? This was an exploratory study. Quantitative data from the questionnaire survey was analyzed using simple descriptive techniques such as frequencies and percentages. The questionnaire consisted of 5-Likert scale survey instrument. The instrument consisted of two main sections. The first part had 08 questions related to demographic or personal factors which included aspects of: gender, age, marital status, stream of teaching, teaching experience, and education qualification. The second part of the survey was entitled Teacher Job Satisfaction which consisted of 23 five Likert scale items (i.e. 1= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree & 5= Strongly Disagree) related to various facets of job satisfaction. The study used a survey research design and the target population were teachers in the Upper Secondary School in the Art, Commerce, Science and Technology sections at Mahanama College, Colombo 03, Sri Lanka.

The descriptive statistical technique revealed that the majority of participants indicated low satisfaction with Job Characteristics and less satisfied or undecided with Social Benefits. Overall, participants indicated a low level of satisfaction with meaningfulness of job. The majority of teachers were satisfied with aspects under Support from Administration. Descriptive statistics revealed that the majority of participants had intentions to stop teaching, change their professions or move to a well-paying school.

There were significant differences between male and female teachers with regard to job satisfaction in two aspects: Job Characteristics and Meaningfulness of the Job. Satisfaction with Job Characteristics was statistically significant. More female teachers than males were satisfied with Job Characteristics whereas, satisfaction with Meaningfulness of the Job was statistically significant. More male teachers were satisfied with meaningfulness of the job. Satisfaction with regard to the type of subjects they taught, it was revealed that there were no statistically significant differences between Science and Arts teachers in all the five job satisfaction dimensions. The test of teachers' job satisfaction in relation to age, teaching experience, marital status, school type and professional qualifications revealed that there were statistically significant differences in job satisfaction in relation to age. Results indicate that higher the age, higher the teacher's job satisfaction. Factors that significantly contributed to teachers' intention to remain within the job relates significantly to the above job dimensions. In other words, increase in Job Characteristics, Social Benefits, Meaningfulness of the Job and Support from Administrators would lead to an increase in teachers' job satisfaction. An attractive remuneration package will increase the quality, respect, effectiveness, efficiency and productivity of teaching and decrease stress and turnover.

Key Words: Job satisfaction, school teachers

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Impact of Leadership Styles on Turnover Intention of the Middle Level Employees of a Mobile Solutions Company in Sri Lanka

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When employees are not satisfied with their jobs and employers do have not trust in their employees the employee's intention towards turnover will be greater. There are many factors which affect employee turnover intention. Transformational Leadership, Transactional Leadership and Laissez-Faire Leadership are the main leadership styles which affect employee turnover intention in the middle level of hSenid Mobile Solution Company. Turnover has both positive and negative effects on the organization. It has been identified that leadership styles have an impact on employee turnover intention and middle level employees are the operational level of an organizational hierarchy. However, Transformational, Transactional and Laissez-Faire leaderships can have a significant effect on employee turnover of this level of employees.

Employee turnover intention has been associated with decreased customer satisfaction, productivity, future revenue growth and the profitability. This can also affect the quality of work, administrative cost and staff morale due to the increased workload among retaining employees. There has been much research done to understand factors that affect employees' turnover intention such as pay, career promotions, and fringe benefits with very little research on factors affecting employee turnover intention. Hence, this study aims to identify the impact of leadership styles on employee turnover intention in the middle level of employees.

Employee Turnover Intention is the dependent variable whilst independent variables are Transformational Leadership, Transactional Leadership and Laissez-Faire Leadership. Based on the literature, many factors have been identified that influence leadership styles on turnover intention. A negative relationship between leadership styles and turnover intention have already been established. Therefore, the main objectives of the study were to identify the relationship between leadership styles and employee turnover intention, and to establish the most effective leadership styles which affect employee turnover intention. The study population were employees at hSenid Mobile Solutions. The sample size was 50 out of 95 mid-level employees. Primary data was collected by distributing a wellstructured questionnaire among the study population. The data was analyzed using Simple Regression Analyses and the R value was 0.397 which indicates that the model is successful in predicting elements. R2 is the proportion of variance in the dependent variable which can be explained by the independent variable. In the present study, R2 is 0.157. F-value is 7.120 and P-value is 0.011 which is significant at 0.05 level. This indicates that the variance in turnover intention is significantly explained by the independent variable which is Transformational Leadership. As per the simple regression analysis of Transactional Leadership style, R is 0.199 which indicates that the model is successful in predicting elements. R2 is the proportion of variance in the dependent variable which can be explained by the independent variable. In the present study, R2 is 0.039. F-value is 1.559 and P-value is 0.019 which is significant at 0.05 level. This indicates that the variance in turnover intention is significantly explained by the independent variable

which is Transactional Leadership. As per the simple regression analysis of Laisser-Faire Leadership style, R is 0.255 which indicates that the model is successful in predicting elements. R2 is the proportion of variance in the dependent variable which can be explained by the independent variable. In the present study, R2 is 0.065. F-value is 2.648 and P-value is 0.012 which is significant at 0.05 level. This indicates that the variance in turnover intention is significantly explained by the independent variable which is Laissez-Faire Leadership. In order to get effective output from employees, transformational leaders can plan their strategy to empower them. Transformation means redefining the business' culture to suit employees. The transactional leadership model suggests that people are influenced by rewards and punishment. In laissez faire leadership style, Managers provide very little or no directions and maximum freedom is given to employees.

Key Words: Leadership style, Turnover intention

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The Impact of Psychological Contract on Organizational Commitment: A Study of a Leading Media Agency in Sri Lanka

K D S U Siriwardene¹ & I P Kaluarachchi²

An individual being employed at an organization is preceded by one or many contracts that are signed by which both the employee and the organization develop expectations of each other. A type of contract that is not on paper are based on implied promises, which are known as psychological contracts. A leading media agency was considered as the source for conducting research on this topic. It is one of the main organizations of a top global media investment management group. They operate in an intensely competitive market environment and rely very much on the capabilities and commitments of the workforce. Hence, the workforce consists of young and energetic employees. As a company that has been performing extremely well in the industry, a continuous decrease in the weekly target achievement of the teams had been evident in recent times. At the same time, a few well performing team leaders had left the company for competitors and it was rumored that the competing companies had interest in recruiting the rest of the high performers. In this study, Organizational Commitment was considered as the dependent variable and the independent variable was Psychological Contract. Psychological Contract was measured under four independent variables: Trust in Employer; Fulfilment of Mutual Obligations; Perceived Fairness and Length of Contract. Based on the previous literature, the conceptual framework was built. The main objectives of the study were to identify the impact of psychological contract on organizational commitment and to identify the most important factor in relation to

the psychological contract which affects organizational commitment.

The population of the study comprised of 80 employees in the organization of which, 40 were selected as the sample, according to the Random Sampling method which was used to reduce biasness. Data collection was carried out to obtain primary data. The research followed a quantitative methodology using questionnaires as the main source for primary data collection. Analysis was conducted using the 14.0 version of SPSS software for the collected data set, and the regression method for the data analysis. According to the simple regression analysis, Trust in Employer, Perceived Fairness and Fulfilment of Mutual Obligations proves to be statistically significant while the other variable is statistically insignificant, which means that the hypothesis generated in this regard has been accepted statistically, i.e. there is a positive and significant relationship between Trust in Employer, Perceived Fairness and fulfilment of mutual obligations and organizational commitment. Since the majority of employees expect the management to honour their word made during recruitment, the management should pay more attention to the work scope of the workforce. Most importantly, it is recommended to be forthright on different aspects of the work scope at the point of recruitment. It is also equally important to make them fully aware on the terms and conditions in the employment contract and to obtain their views regarding the same. Rewards such as allowances on transportation related to work or reimbursement of such costs and a reasonable payment on overtime even for executive level staff can be considered as offers, especially during critical times. Further, proper communication links between the management and the staff need to be maintained in

order to build good relationship and trust between the two parties. Different training programs could also be arranged at regular intervals to refresh the mindsets of employees and encourage their loyalty to the company and fellow colleagues.

Key Words: Psychological Contract,

Organizational Commitment

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LRT Auto Services (LRTAS), Sri Lanka – A Case Study

Tilak Devendra

Businesses operate by providing solutions. LRTAS is a highly reputed organisation in Sri Lanka, supported by one of the biggest automobile giants in Japan, engaged in automobile servicing and repairs. Although its reputation was the reason for its selection as a case study, the service was not satisfactory. Blurred vision on the reverse display was not addressed although repeatedly being brought to the notice of the management. This resulted in doubts on the experience, service and decision-making abilities of the organization. LRTAS is the biggest automobile service organization in the country which serves its regular customers through its many service branches and sales outlets in Colombo and several main cities. LRTAS is backed by a parent company which is one of the biggest automobile manufacturers in Japan. State of the art machinery and equipment, tools, technical knowledge, systems and procedures and staff training is provided as required. The main office and branches are equipped with the highest standards of facilities whilst customers are managed by computer systems, where requirements are met without hassle. The employees are all trained to help visitors. The office staff comprised of nearly 30 members with a similar number of service staff. The Human Resources department has been conducting continuous training and developing programs on various aspects. The annual income for 2016 was around Rs. 10bn solely for the automobile periodic services. The case study was based on the service of a workshop situated just outside Colombo. The service was booked three days in advance and the vehicle was handed over on time. Once completed, it was noted that the service charge was much higher than that of other

automobile service providers in the industry. The quality of the service was dissatisfactory due to the blurred vision in the display, which resulted doubts in the minds of customers of the caliber of service staff, supervisors and the coordinating officer. As the complaints were not properly addressed, it showed a negative attitude in customer relations. As a result, the quality of service of LRTAS became questionable to customers. Subsequent to several complaints and much dissatisfaction, the situation was considered as a learning experience with which to educate respective employees to avoid similar occurrences in future. However, the incidents had led to many questions with regard to inspection, decision, qualifications, customer service, marketing, capability, quality and ethical behaviour. The main purpose of providing a satisfactory service to organization's customers by coordinating with them and providing relevant updates as required had not been fulfilled. Directing customers to seek services from another was a violation of the contract. As a result of the dissatisfactory service of LRTAS, other service providers were able to provide the solution required by the former customers of LRTAS.

Key Words: Customer service, staff

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Role of Small And Medium Scale Female Entrepreneurs In Social Innovation: A Comparative Study Among Selected SAARC Countries

Saman Jayawickrama

Small and Medium Entrepreneurship (SME) is a key apparatus in any economy. SMEs generate considerable employment opportunities in the informal sector while contributing to the Gross Domestic Product (GDP) per capita. The role of small and medium scale industries helps achieve microeconomic objectives of a country such as price stability, low inflation, enhancing productivity, employment opportunities, increasing living standards, poverty alleviation and creating opportunities for sound government finance through policy instruments. Therefore, policy instruments such as monetary, fiscal, supply and other such policies are correlated with the survival of SMEs and wealth creation (Drucker, 2014). South Asia is a rapidly developing subregion in the world, with a population of more than 1.74 billion. However, the whole the sub-region presently enjoys a demographic surplus, with a majority under twenty-five years of age. A challenge impeding auxiliary expansion is gender inequality, which is highly significant in meeting objectives of social innovation through the role of small and medium scale female entrepreneurs in the region (Wahman, 2017). SAARC is the regional inter-governmental organization, and geopolitical union of nations in South Asian countries consisting of member states, Afghanistan, Bangladesh, Bhutan, India, Nepal, Maldives, Pakistan and Sri Lanka (Anjom, and Karim, 2016). According to the existing global network system, South Asia is one of the lowest integrated sub regions with a considerable amount of untapped resources. However, the South Asian Association of Regional Cooperation (SAARC)'s intraregional trade in global commerce has remained unsustainable due to

the weak policies and unstable political environment of the region. Nevertheless, the role of small and medium scale female entrepreneurs could achieve economic and political empowerment, uplifting their independence and social status. Therefore, there is a requirement to understand the return on investment through the level of contribution to the economy and social innovation through a case study. In light of the role of entrepreneurship against sustainable development challenges, female entrepreneurship has a critical role and a social responsibility in the millennium Sustainable Development Goals and poverty alleviation with significant potential to stimulate economic growth through employment opportunities.

Entrepreneurship is the general process of planning, organizing, implementing, monitoring and controlling business activities in order to achieve business objectives within a specific period of time while taking the risk of capital investment. Innovative entrepreneurs will be able to position their business more effectively due to their ability and also understanding the market challenges which would be significant for survival in the industry. The nature of entrepreneurship has opened opportunities for many impoverished nations to create a sustainable livelihood while it denotes a reliable engine of respectable employment generation. Further, it would be able to deliver a significant contribution to sustainable economic growth by creating employment opportunities and leading economic growth and innovation, fostering the state economy, enhancing social status while participating in environmental challenges (Bamiatzi, Jones, Mitchelmore, and Nikolopoulos, 2015). The contribution to a country's GDP by female social entrepreneurs is a significant

factor in creating wellbeing. Social entrepreneurship has also been identified as an innovative approach of attempting to meet socio-economic requirements of the nation. Despite, the significance of the social impact to female entrepreneurs in social innovation, most of South Asian female entrepreneurs have been facing numerous difficulties including cultural barriers in integrating with the existing network system with considerable effort (Rawhouser, Cummings, and Newbert, 2019).

Key Words: Small and Medium scale, Female entrepreneurs, Social innovation

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Factors Affecting the Effectiveness of HR as a Strategic Function – The Modern HR Managers' Challenge

Rajini Kannangara

In the modern business world, Human Resources (HR) Managers have a crucial responsibility in ensuring the implementation of core functions to enable the achievement of strategic organizational objectives and sustainability of the organization. Literature focuses on the relationship between HR practices and effectiveness of the HR systems but does not focus on the effectiveness of the Human Resources Function as a whole. This study investigated the implementation and effective continuance of HR functions and factors affecting the effectiveness of HR personnel in acquiring, administering and developing talent. Employment of HR personnel is the primary concern of most organizations but the value addition from HR as a strategic partner, towards the growth and sustainability, has being neglected. In identifying the factors, the study focused on Willingness, Initiative, Capacity, Competencies and Focus. With the main objective of identifying the key factors impacting the effectiveness of Human Resources as a strategic function and other two specific objectives of identifying the most prominent dimension leading to a deviation from strategic HR functions and identifying measures to overcome the challenge, the study focused on the dependent variable, Effectiveness and other five factors as the independent variables of the study.

The research was conducted using the quantitative method by employing both the primary and secondary data sources. The main primary data source was structured interviews and structured questionnaires on HR Managers. Secondary data sources were HR Activity

Logs, Meeting Minutes, Monthly HR Reports, HR Plans, Learning Journals and Interview / Exit Interview Records. The sample of 40 Human Resources Managers was selected using the Snowball Sampling method. Findings identified that 'Focus' is the prominent factor which leads to ineffectiveness in the HR function and the factor that hinders HR from moving in to a strategic role from operational and transactional HR. Analysis of data shows that many HR Managers spend more than 70% of their time being involved in transactional and operational HR activities. Therefore, the automation of recruitment and payroll functions using available technology is recommended. This would allow HR managers to focus on highly value adding functions.

Key Words: Human Resources, Strategic function

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Relationship between HRM Practices and Organizational Citizenship Behaviour to Organizational Effectiveness

Nilan K Miranda

Human Resources Management (HRM) has developed in recent years' synthesis with certain other elements of Personal Management, Organizational Behaviour, and Industrial Relations etc. Effective HRM enables employees to contribute to the accomplishment of an organization's goals and objectives. Organizations functioned in a stable environment with less competition in the 1970s. HRM in an organization was shifted from an insignificant role to the currently accepted function in the 1980s. HRM has become a strategic partner of an organization. HRM has been expanding with the strategic needs of the market and has been characterized by global economy with the rigorous competition, recession and emerging economy. Globalization, Knowledge based economy, Advancement of technology; and automated functions have compelled any organization to pay attention to Human Resource Management Practices (HRMP) and of excellence and perfection. HRMP means, the process or functions that are used to manage employees and it directs the organizations toward development. HRMP provides the organizations a sustainable source of competitive advantage. There are eight HR practices that are related to perceived employee performance. These practices include recruitment and selection, placement, training, reward management, employee performance appraisal, promotion, grievance procedure and pension/social security and the additional practices including job design, information sharing and attitude assessment. Study examined the relationship between three HR practices which are, Recruitment & Selection, Training & Development and Reward Management systems and their relationship/impact on Organisational Citizenship Behaviour. There can be challenges even though organizations have the best practices, policies and procedures, ensuring a healthy working environment, retaining competent employees, entering into technological, economic, socio-cultural and sociopolitical factors. Accordingly, this study, mainly focused on elaborating literature related to the relationship between Human Resources Management Practices and Organization Citizenship Behaviour, to identify the enhancement of Organizational effectiveness. Thus, it will enable identifying the possible literature gap in future studies. Based on the reviewed literature, a Conceptual Framework and Hypothesis that can be tested empirically in mixed method was proposed. The study was conducted on the Resourced Based View Theory.

Organisational citizenship behaviour (OCB) is considered as one of the widely studied topics in the context of organisational behaviour research. The concept of OCB was initially introduced by Bateman and Organ (1983), who defined OCB as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, which in aggregate promotes the effective functioning of the organisation." Research has been undertaken on OCB in both western and non-western countries as a multidimensional concept. Extensive research has been focused on the effects of OCB on individual as well as organisational performance resulting in the general agreement that OCB addresses the silent behaviour of organisational enterprises. The survival or prosperity of organisations appears dependent upon employees' being conscious

citizens by engaging in a variety of positive behaviour. OCB has been identified with five distinct dimensions: (a) conscientiousness, or discretionary behaviour (b) altruism, or helping a specific other person with an organisationally-relevant task or problem; (c) civic virtue, which is behaving or indicating willingness to responsibly participate in the life of the company; (d) sportsmanship, which is any behaviour demonstrating tolerance of less than ideal circumstances without complaining; and (e) courtesy, or efforts to prevent work-related problems with others. The level of OCB behaviour demonstrated by employees have a positive effect on the quality of service that an organisation delivers. Primarily, research on OCB focuses on motivating employee level variables such as attitudes, perceptions and personal dispositions. A rapidly changing economic environment, characterized by such phenomena as globalization and de-regulation of markets, changing customer and investor demands, and ever-increasing product-market competition, has become the norm for most organizations. Organizational performance is the overall growth of an organization, which includes sales growth, market share growth and financial growth of an organization.

Key Words: HRM practices, Citizenship behaviour,

Organizational effectiveness

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103