## HR WISDOM ANNUAL MAGAZINE

Dinali

peiris

**BILLIONAIRES** 

TALENT

THE NEW

DISRUPTORS

2023 volume 02



MAS HOLDINGS DIRECTOR, GROUP HUMAN RESOURCES



To transform students' caliber.

## MISSION

Reinforce the student's competencies and employability skills through discovering and applying creative and innovative ideas, methods and techniques.

## GOAL

Enhance contribution in building and sharpening the soft skills and community-based activities.

## **OBJECTIVES**

 Inspire students to work more productively and independently.

Analysing critical incident and contemporary issues.
Build network with professionals and enhance industrial relations.

 Develop self-confidence and ability for public speaking.
Enable and guide student's participation in decision making process.

 $\Diamond$  Develop advertence on CSR activities.

 $\Diamond$  To allow them to learn by experience.

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DISRUPTORS

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## VC'S MESSAGE



I am glad to know that the HR Club of the Department of Human Resource Management, Faculty of Business Studies, University of Vavuniya is bringing out the first issue of their magazine "HR WISDOM". It is official online magazine.

As we all know, HR WISDOM is a magazine which want to show to you and appreciate the great work our students and staff. In addition, it consists all the great things you can refer inside of HR WISDOM and thus maybe inspire you to take on some new challenges and opportunities.

The magazine has come a long way so far and I want to take this opportunity to thank the Dean, Head, Senior Treasurer and Members of The HR Club for their engagement and achievement!

I wish this HR Club a very big success in all their ventures. I also congratulate the coordination and efforts behind the team to bring out this second issue of HR Wisdom.

Best wishes

Dr.T.Mangaleswaran Vice Chancellor University of Vavuniyait of body text

## DEAN'S MESSAGE



I am pleased to send a message of congratulations on the second volume of the student magazine of HR Wisdom of the HR club of the department of human resource management, faculty of business studies. This magazine has a number of valuable articles, all from the human resource management students and academic staff. This is bringing out the talents of students that all students can use to read and get a good understanding of project management theories and applications. In addition, it consists of many students' thoughts and creations.

The HR club was established in 2021 at the faculty. The club organizes many student activities such as seminars, awareness programs, career guidance programs—etc. Also, they have established a Job bank for providing employment opportunities for the graduates. They have shown great progress in publishing magazines like this one as second edition.

I congratulate the chief editor and all the other members of the publication committee for issuing this second volume good-looking magazine.

Prof. Y.Nanthagopan Dean / Faculty of Business Studies University of Vavuniya

## HOD'S MESSAGE



It is with great pride, I pen down a message for the special edition of the HR club magazine volume 2 by the students of the Department of HRM, Faculty of Business Studies, the University of Vavuniya. The HR club magazine serves as a venue for students to express their creative endeavors and fosters the ability to think and express themselves independently. The magazine's articles showcase our students' ingenuity and originality. The educational process is completed by academic excellence, extracurricular activities, and co-curricular activities. Additionally, I am really happy to see that the Department of HRM is making success in its efforts to help students develop their entire personalities.

The HR club's active participation in numerous initiatives has helped students to discover their latent skills. The students have carried out their responsibilities with a great degree of dedication and enthusiasm. The publication has compiled contributions including students' articles and creative works.

I would like to take this opportunity to thank the students and staff for helping to make this HR club exemplary and outstanding. I congratulate all the students who have immensely contributed to the creation of this magazine.

#### Mr.S.Hariharan

Head / Department of Human Resource Management Faculty of Business Studies University of Vavuniya

## SENIOR TREASURER'S MESSAGE



The motive of the 'HR WISDOM' is to encourage the talents to come up with innovative ideas in the ever-changing environment. In addition to this, values with discipline are the hallmark of our department, besides, ensuring quality of the students; here the emphasis is not only achieving the excellence but the development of the overall total personality of the students. To achieve this goal, we take special care to ensure that new ideas are not merely discussed here but also to be executed. Execution of new ideas helps the students to tread the path of 'creating opportunities by their own' which is the slogan of our department. We expect and

guide all our students to become as achievers in the society.

I am delighted that 'HR WISDOM' has published in the electronic version this year. The Editorial Board has done a good job to make this magazine a fruitful one. To express one's thought, the magazine is the best platform and this is what our students have expressed in terms of contributions towards the magazine. I congratulate Editorial Board, students and the outsiders for unleashing the hidden potential of the talents and making this Magazine a chapter of HR Club's history.

Mrs. MRF. Aqeela Ijas Senior Treasurer (HR Club) Department of Human Resource Management Faculty of Business Studies University of Vavuniya



### LETTER FROM OUR **EDITOR**



Dear mates,

I am delighted to extend my warmest greetings as the Chief Editor of the HR Club Annual Magazine, Volume 2, titled "HR Wisdom."

As we embark on this journey of knowledge and insight, our team is dedicated to curating a collection of articles, interviews, and features that delve into the latest trends, challenges, and innovations in the field of Human Resources. This volume aims to be a beacon of wisdom for professionals navigating the dynamic landscape of HR.

We invite you to share your expertise, experiences, and thought leadership to enrich the content of "HR Wisdom." Together, let's create a resource that not only reflects the diversity of our HR community but also inspires continuous learning and growth.

Thank you for being part of this exciting venture. I look forward to showcasing the collective wisdom of our HR Club in the upcoming edition.

Best regards,

Haseefa houfeek

**EDITOR-IN-CHIEF** 

## Dilani peiris

## Thought leader, apparel industry

**Group Human Resources Director** 

With over 20 years of experience at MAS and having played many roles at a divisional and group level, Dinali took on the role of Group HR Director in January 2019 and with it the responsibility of a workforce of over 100,000.

Dinali began her journey at MAS as a Management Trainee at Slimline in 1999 and subsequently moved to Leisureline as a Senior Executive in 2001. She continued her journey at MAS as a member of the Hay Project team in Group HR where she was instrumental in introducing many new aspects focused on talent management and development. She moved to MAS Active in 2005 where she was appointed Director - HR & Sustainable Business. In 2015, Dinali moved back to Group HR as Director - Organisational Development where she is responsible for setting up Centers of HR Excellence across the group.

Dinali holds a Degree in Psychology from Oklahoma State University (University of Asia) and has attended executive and leadership programs conducted by INSEAD, Doug Adams, the Center for Creative Leadership and Dave Ulrich.



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### THE NEW Achieving Competitive Advantage through Human Resource Development



MA. Nusla Nahar 4th Year HRM Specialization

Human resource development is defined as the framework for helping employees develops their personal and organizational skills, knowledge and abilities.

Human resource development involves using a range of learning and training technique and strategies change the to work related behavior and attitudes of an employee and it also engages in performance management in other to ensure that people can do things well or do new and better things. Human resource development is

concerned with enhancing organizational performance through effective development and deployment of organizational members. To enhance performance, human а resource developer has to ensure that the individuals in the organization has the knowledge, expertise and the right attitudes to execute their work, also human resource development aims at ensuring that the organization the has skilled, committed and well-motivated employee it needs to sustain competitive advantage by focusing on processes that develop skills, knowledge and the attitude of the employee, such training, as developing, learning,

ducating and mentoring the employee, and also by identifying and improving the skills and motivation of employees. **Performance Management** Performance involves what an employee does in carrying out their

duty. Performance management is defined as a systematic process for improving organization developing by the performance of individuals and teams. Human resource development is a means to an end. That end is usually acknowledged to be getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, objectives and standards.

Performance management is what employees and managers do at work, that the way they act and interact is crucial to the success of the organization and in doing this it will raise the profile and value of training as a strategy for achieving competitive advantage. It is believed that mentoring is a form of support in enabling women to progress up the career ladder particular in the area of professions and management. Effective mentors will not only encourage individuals to reflect upon their career goals, thereby promoting а sense of purpose and control they will also help individuals acquire the skills necessary to operate within a less hierarchical structure.

Am I a good HR Manager or Else I pretend to be What if I cannot manageable else if I cannot executable

Am I a good HRM? What if I don't care about employees What if I do partially How about I never encourage them How about if I tired of them

Am I a good HRM? I'm bored to have a conversation with my staff What if I ignored my customer's needs How am I supposed to be A good manager as they expecting to me

Am I a good HRM? I don't want to waste my time Doing in development program Else if I careless in production agendum What makes me free among them

Am I a good HRM? What if the sweat of one's brow When the manager always an oscitant What if the year end went sterile I'm doing as a naive

### AM J A GOOD HR?

Am I a good HRM? What if I'm not string along with a policy Will the firm's functions go properly? If I'm not using HR strategies Is it possible to attain the scope as prophesy

> Employer and employee Should keep comfort affinity Which is the identity For a triumphant company

HR Manager is the solidarity Mount-up the company is his responsibility Value human resources Give you the dignity

Yes, you are a good HRM When you achieve the paramount of the company . T.F. HASEEFA 4TH YEAR, HRM SPECIALIZATION



Yes, you are a good HRM When you achieve the paramount of the company

## In the Business of **Job satisfaction**

Higher productivity in employees is seen when they are happy with their job and focus on their tasks.

#### By madhuwanthi



ob satisfaction is the contentedness or positive feeling of an individual regarding his or her job. It is a positive state of mind/attitude of an individual towards his job. It means if a person says he is satisfied with his work, he likes his job. For motivating employees, job satisfaction is an important technique. Also, we can consider that a "happy employee is a productive employee." In general, we can see that a happy person is satisfied with his job. Satisfaction from work/job is important because people spend most of their time on the job. Also, job satisfaction has an impact on the general life of an individual.

A satisfied person has better mental and physical wellbeing. Job satisfaction expresses the inner feelings of a job holder gained by performing his job. Job satisfaction differs for every employee. It affects the behaviour presentment & duration of service etc. Job satisfaction reflects a person's overall attitude toward their job, including working circumstances, work, co-workers, organizational culture, and society.

Job satisfaction is not only a general feeling but also derived from various factors connected with job satisfaction or a person's feelings regarding his job experience. These factors are very important to job satisfaction. They include working conditions, pay scale, safety & security, productivity, relations with superiors or subordinates, communication, etc. Each of these factors contributes differently to an individual's job

#### JOB SATISFACTION AND IT'S IMPORTANCE TO AN ORGANIZATION

satisfaction. One might consider that pay is the most important factor that contributes to job satisfaction, but one might consider that the working environment is important in comparison to the monetary gain that a person receives from a job.

Importance of Job Satisfaction. Job satisfaction is not an isolated term. It has been related to many variables and affected them, such as employee performance, productivity, loyalty, lower turnover, and absenteeism, etc. Job satisfaction is an important aspect because a person's attitude may affect his work on the job. Job satisfaction affects the whole life of a person because people spend most of their lives on the job. As a result, if a person is dissatisfied, then this can increase frustration and distraction in his life. Lovalty:

When employees feel the company has their best interests at heart,

they often support its mission and work hard to help achieve its objectives. And, they may be more likely to tell their friends, which helps spread goodwill. Increased Profits:

If employees are safe and satisfied with their work and responsibilities, it can lead to lower costs and high sales and a robust bottom line. Happy employees are satisfied employees who are willing to follow their workers and cooperate with the organization during emergencies.

#### Lower Turnover: Turnover can be one of the highest

costs attributed to the HR department. Retaining workers helps create a better environment and makes it easier to recruit quality talent and save money. Satisfied employees are typically much less likely to leave.

High Productivity: Employees who have high job satisfaction tend to achieve higher productivity. Higher productivity in employees is seen when they are happy with their job and focus on their tasks. A single member's high productivity in a team boosts the confidence of others in the same manner.

Develop and maintain steady work relationships:

Job satisfaction means being in resonance with both the work and the workplace. Building good relations with those employees work with is also essential. Having people skills helps in getting a task completed efficiently and without conflict. If an employee is part of a team, sharing his or her successes will allow him or her to feel a sense of connection and team spirit, leading to a greater understanding of fulfilment.

KKT. Maduwanthi 3<sup>rd</sup> Year HRM Specialization



#### Are you feeling overwhelmed by data?

Nowadays, you have access to more data about your employees than ever before. And with some basic data literacy and Excel, you can create virtually any report you want. But creating effective HR dashboards is still a daunting task.

#### "This is because not all HR metrics are related to your strategic goals."

A metric is an indicator that lets you track and measure perfor-mance. Some metrics are KPIs a metric that focuses on how effec-tively you're achieving key busi-ness objectives. In this documer you will find 15 examples of HR KPIs that reveal the effectiveness of your HR organization, and not just its efficiency.

Read on to discover 15 KPIs that can help you hit your strategic targets

#### 1 - EMPLOYEE PRODUCTIV-

RATE This KPI seems simple to calculate (divide units of output by units of input) but is actually quite complex: the units of output and input need to be carefully consid-ered. However, if done correctly, this interesting KPI says I some-thing about the capacity of growth in terms of production of human capital.

#### 2 - BENEFITS SATISFACTION

You can measure how satisfied employees are with benefits using

an employee engagement survey. This is particularly an interesting KPI to adopt if you are aiming to reduce voluntary employee turn-

#### 3 - EMPLOYEE ENGAGE-MENT INDEX

Employee engagement is one of the most commonly used KPIs and can be measured through atti-tude or engagement surveys. High employee engagement predicts many relevant positive outcomes, including higher productivity, better customer service, and lower turnove

#### 4 - EMPLOYEE SATISFAC-TION INDEX

You can measure employee satis-faction using employee attitude and engagement surveys. Dissat-isfaction is an important cause for employee turnover.

#### 5 - INTERNAL PROMOTION RATE

To measure this KPI, divide the number of senior functions that were filled through internal promotion by the total number of senior positions filled. Internal hires are often up to speed faster, reduce the risk of a bad hire, and on the job longer.

#### 6 - EMPLOYEE INNOVATION INDEX

Attitude or engagement surveys can also be used to measure this KPI. Innovation is more and mon-often a key driver of business success. It's up to HR to enable innovation.

Your department's NPS reveals how satisfied employees are with HR's services. However, this KPI is also relevant if recruitment is a key part of your strategy: using the NPS, you can also measure to what degree people recommend the organization as an employer.

#### 8 - PERCENTAGE OF COST OF THE WORKFORCE



and divide it by the total cost faced by the organization. This KPI isn't a common one, but it is useful for cost reduction purposes or to help improve automation/ro-botization in an organization.

#### 9 - 90-DAY OUTT RATE

This is a key recruitment KPI, measuring the number of hires that leave within 3 months (or a year, if that is more relevant to your organization). A double-du percentage is a cause for alarm:

### failing to hire the right people will have a measurable negative impact on organizational effectiveness.

#### **10 - QUALITY OF HIRE**

The quality of hire is the percent-age of new hires that are given a good rating by their manager during their performance review. Consistently maintaining a high quality of hire provides the orga-nization with the talent it needs to reach its strategic goals.

11 - RECRUITMENT FUNNEL EFFECTIVENESS

Optimize your recruitment funnels by measuring the effec-tiveness of each phase using the yield ratio: dividing the number of applicants who uccessfully completed the stage by the total number of applicants who entered the stage. For example: if 10 candi-date submissions lead to 5 hiring manager acceptances, the yield ratio is 2:1.

#### 12- TRAINING EFFECTIVE-NESS

Investing in L&D initiatives is a good way to contribute to busi-ness goals, but only if the courses, training and workshops offered are a good fit for your company and employees. Measure the effec-tiveness of training based on the relevant data points for each train-ing to determine if it's effective, or a waste of your resources.

#### 13 - TURNOVER RATE

This popular HR KPI is prevalent for a reason, as high turnover can be very costly. To provide an even more detailed picture of the orga-nization's turnover, you can also measure-

nization's turnover, you can also measure:  $\sqrt{1}$  Involuntary Turnover Rate This measures the number of em-ployer-led resignations.  $\sqrt{1}$  Voluntary Turnover Rate This measures the number of employ-ee-led resignations.  $\sqrt{1}$  Unwanted Turnover Rate Not all turnover is bad. However, you do not want your top performers to churn. This KPI focuses on the resignation of good performers as a percentage of all performers.

#### 14 - ABSENCE RATE

You can calculate the absenteeis rate by dividing the number of working days an employee was absent by their total number of working days. Monitoring your absence rate can help you identi fy underlying problems that are affecting employee wellness.

AL. Umaisha 3<sup>nd</sup> Year

#### 15 - ABSENCE COST

The total cost of absence is calcu-lated by including employee pay, the cost of managing absence, and replacement costs. This KPI is especially relevant for European countries with strong labor unions and a high degree of employee protection.

-S **Key Performance Indicator** achieve strategic goals to

### 2023 HR Club Activities

Haseefa Thoufeek

1

#### **TREE PLANTING**

#### **Outdoor** activities

The HR Club undertook outdoor beautification by planting trees to add greenery and a natural touch. They also placed decorative stones on the right side of the faculty area to enhance the overall appearance and create a visually appealing outdoor space.



It's time for looking back through our journey.





2

#### **STREET DRAMA**

The HR Club organized a captivating street drama as a social activity within the university premises. The theme, "Ini Oru Vidhi Seivom", revolved around promoting a non-drug lifestyle. Through this engaging performance, the club aimed to raise awareness about the harmful effects of drugs and inspire positive choices among the students and staff.





#### **SEMINARS & WEBINARS**

A magazine is a periodical publication, which can either be printed or published electronically. It is issued regularly, usually every week or every month, and it contains a variety of content. This can include articles, stories, photographs, and advertisements.

4

#### COCONUT KULUKKI, JUICE STALL

Mates!

Thank you all for your active participation and engagement in our event. Your valuable insights and contributions made the event a great success. We truly appreciate your time and effort. Looking forward to future collaborations!





#### **GROOMING NOON**

5

The "Grooming Noon" event took place on July 19, 2023, at Soosairatnam Block, Faculty of Business Studies, University of Vavuniya. The event was organized by the HR Club. It welcomed participants, including students and lecturers, for a session focused on personal beauty care, health, and beauty tips provided by renowned professional beauticians.





"If everyone is moving forward together, then success takes care of itself." — Henry Ford

We pleased to introduce and welcome our new committee members 2023, HR Club of the faculty of business studies, University of Vavuniya.



#### **VEHICLE WASH**

"Success is no accident. It is hard work, perseverance, learning, studying, sacrifice and most of all, love of what you are doing or learning to do." — Pele, Brazilian soccer player

hr club organised a fund raising programme on vehicle wash on 22nd Feb 2023. and they did their level best with all Human Resource specialisation students of faculty of business studies University of vavuniya









Pirathisa S. P.D.C.L Disar PRESIDENT VICE PRESID





Haseefa Thoufeek CHIEF EDITOR

8

Harshani Gamage SECRETARY Stelmi Isi TREASURER

#### AWARDS & WINNING

We wanted to express my heartfelt gratitude to each and every one of you for your unwavering support and dedication that led us to achieve first place. Your hard work, commitment, and teamwork were instrumental in this success. Together, we have shown what can be achieved when we work collaboratively towards a common goal.

This victory is not just mine, but ours to share, and it is a testament to the incredible talents and efforts of our club members. I feel proud to be part of such an amazing group of individuals who are passionate about human resources.

Editor Haseefa Thoufeek



## **RECRUITING TOP TALENT**

**By Mathusaini** 

In today's competitive business landscape, attracting and retaining top talent is crucial for organizational success. Here are some key strategies to enhance your recruitment efforts:

Craft a Compelling Employer Brand: Develop a strong employer brand that communicates your company culture, values, and commitment to employee development. Highlight unique aspects of your workplace to stand out in the crowded job market.

Utilize Digital Platforms Effectively: Leverage social media, professional networking sites, and online job boards to reach a wider audience. Ensure your company's online presence reflects a positive and engaging image. Implement Employee Referral Programs: Encourage your current employees to refer qualified candidates. Employee referrals often result in hires who fit well within the company culture and understand the expectations.

Streamline the Application Process: Simplify and optimize the application process to prevent potential candidates from dropping out due to frustration. A user-friendly application system can enhance the candidate experience.

Offer Competitive Compensation and Benefits: Conduct market research to ensure your compensation packages are competitive. Emphasize Professional Development Opportunities: Highlight opportunities for career growth and development within your organization. Top talent is often motivated by the prospect of expanding their skills and advancing in their careers.

Establish a Diverse and Inclusive Culture:

Build and Maintain Talent Pipelines: Develop relationships with potential candidates even before there's an immediate need.

By implementing these strategies, your organization can position itself as an employer of choice, attracting and retaining the top talent needed for sustained growth and success.











#### Human Resources Club

822 likes · 861 followers

The HR Club is established with the purpose of promoting HR activities of the undergraduate students

Manage	Message
Lîked	

## வியாபாரக் கற்கைகள் பீடம்

වනාපාර අධ්න පීඨය **Faculty of Business Studies**  University of Vavuniya,

Professional dashboard New tools are now available

Edit profile

Keep your favourite stories on your profile

(F)

Share profile

@ youtube.com/@hrclubuov566

Official page

Story Highlights

Ħ

Maria



# **Employment** relations

By uthpala jayakodi

he direct contacts of the staff with the neighbors and other workers in the office will reduce at-tractive and effective workload to

In this case relationship and close connections with the owner and the management will set up a profitable background of the institution

The productivity of any produc tion or management in the in-stitution will be able to increase efficiency of the wo'rkforce in this case head of the department should carry out necessary imple mentation programs

HOW TO SET UP A PLEASANT ENVIRON-MENT IN THE WORK-ING SITE

#### · Decorating The Institution

Using various decoration patterns and ways of colorings walls and other back ground things you could paint them and also make drawings and other types of wall decorations. In addition to this you could use valuable wooden materials like various patterns of chairs, benches, tables, desks and other wooden materials.

Allocating A Special Zone as A Resting Place for Workers

You should allocate a special area as a resting place for the workers. When they get intervals or rest periods they can move to these locations for resting and for reading papers and also you must provid this place with necessary suitable

### Imployment Relations

#### ga Delightful Working Environment

equipment's such as tables, chairs, benches, beds etc. Even this place should be fit to take their meals.

#### Providing Equipment

You could provide a mi to this place. Addie ionally some electric kettles, mugs cups, jugs and other small items. Which they can use for preparation of meals Staff Meet ings

to have a gen eral meeting at least once a institute. And at this meet ing they must be allowed

to bring various proposals for the benefit of their future and here in this meeting management should bring to the notice of the workers about the important and valuable proposals and decisions of the

#### · Time Table for The Future

You have practiced the time tables from8.00AM to 4.30PM as office

or duty hours. But this can be changed according to the needs of the workers it can be allowed from ing 6.00AM to 10.00PM in the night. You should discuss this

#### Employee Relations



Focuses on improving the employee experience by listening to feedback and providing professional and emotional support.

#### and come to a final conclusion

WAYS OF IMPROVE EM-PLOYEE RELATIONSHIP

Empowering The Working Staff

Empowering the staff means in other words to say they will be released to work with full freed employees are permitted to discuss their working problems, time managements, leave and working place misunderstandings with nagement level officers, un pleasant management rules

> Human Resources

engagement

prioritize company culture
inspire employees through

inspire employees through mis-sion, vision, and values.

I develop and equip your manag-

ers as coaches

Ø build great

communica-

tion habits. ¢ create a ro-bust feedback

Set Clear

setting is the

process of formulating

and comm

is expected. It is a basic

leadership

technique and management

culture.



Focuses on managing and developing employees, while also

When the working team allowed to discuss their questions in this pleased over this situation and ork with hartised acceptance **Enabling Employee Engagement** 

Creating an engaged workplace re quires a multi-pronged approach that is fueled by continuous improvement. Here are some proven ways you can increase employee enhances staff productivity and engagement

- provide measures against which performance results are assessed
- provide clear strategic direc-tion for the work cycle.

Create A Corporate Train-ing and Development Program

When a company has a training and development program, it reflects the employees' interest in professional growth.

Build an Executive Leader ship Development Plan

Employee performance is the engine room of any business, and without effective leadership it can all collapse and burn out. It is important to ensure that those in leadership roles have the best interests of the company at heart One of the strategies for effective employee engagement is to create an executive leadership develop-ment plan. This approach allows employees to work towards their goals, gaining the training and knowledge needed to grow the company

help staff understand respon-

responsibility that gives people the information required to perform

Benefits of written performance

well.

help staff understand how to perform job duties.

Expectations nicating what

> Uthpala Jayakody Vear



Welcome to our HR Club, a dynamic community dedicated to fostering collaboration, knowledge-sharing, and professional growth within the field of Human Resources. Here's a glimpse into what makes our HR Club unique:

[EAMWOR

### Visit our Online Edition

Website:https://fbs.vau.ac.lk/hrm/humanresource-club/

Facebook:https://www.facebook.com/Human-Resources-Club-111251251206633/

Instagram:https://www.instagram.com/invites/c ontact/? i=1tj62o9si1zox&utm\_content=ong35 5d

Twitter:https://twitter.com/HRClub\_uov? t=zn0ugr5qe88D10LMN7DZw&s=09

YouTube:https://youtube.com/channel/UCcGd D2R3BPsK2IcGd-z-1xA

#### HR WISDOM BUSINESS REVIEW





"Empowerment begins with a belief – the belief that every individual possesses the potential to create positive change. Unleash that belief, and you unlock a world of limitless possibilities."





