An Exploratory Study on the Personal Qualities/Characteristics expected by the Organisations for Key HRM jobs in Sri Lanka

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Abstract

This study explores a gap in the empirical knowledge with regard to the personal qualities/characteristics expected by the organisations for key HRM jobs in the field of HRM in Sri Lanka. The research questions of this exploratory study were: What are the personal qualities/characteristics needed or expected by the organizations which are operating in Sri Lanka for key HRM jobs? And is it possible to develop a sort of illustration to understand personal qualities/characteristics expected for key HRM jobs in Sri Lanka? In order to answer the research questions systematically, an exploratory study was conducted by using eight key HRM job related employment advertisements appeared in the Sunday Observer newspaper for the period of 5 years (2006, 2007, 2008, 2009 and 2010). Time horizon of the study was longitudinal and HRM related job advertisement was the unit of analysis of the study.

Comprehensive and systematic content analysis along with descriptive statistics was applied to generate results and findings. The results of the study revealed that the personal qualities/characteristics are one of the very important requirements in selecting people for key HRM jobs in Sri Lanka. At the same time it differs from key job to another key job. When considering the personal qualities for the selected key HRM jobs, the findings revealed that there are 39 personal qualities related to the post of HR Director, 29 personal qualities related to the Group HR Manager, 41 personal qualities related to Head of HRM, 98 personal qualities related to the HR Manager, 81 personal qualities related to the HR Executive, 50 personal qualities related to the HR Officer, 32 personal qualities related to the Training Manager, and 15 personal qualities related to the post of Recruitment Manager.

With regard to the personal qualities eleven (11) key dimensions of personal qualities were identified in addition to the number of personal qualities including attitude related, personality related, good character related, team related, professional related, business related, people related, performance related, physical appearance related, leadership traits related and HR/HRM related aspects. The implications of these findings are useful to all

stakeholders and professionals of HRM especially in developing good professionalism among current HR professionals in Sri Lanka and prospective personnel who wish to establish a career in HRM.

Key Words: Human Resource Management, Key HRM jobs, Personal Qualities

Introduction

In Sri Lanka, Human Resource Management (HRM) is becoming one of the most important functional fields in organizational management. Business organisations also have realized importance of HRM as a major factor in gaining a competitive advantage in a dynamic business environment. It has generally been observed that almost every large organization has a separate department for HRM under the leadership of HR Manager (HR Director or Group HR Manager in case of very large organizations and groups of companies). Establishment of separate academic departments for HRM in Sri Lankan universities including University of Sri Jayewardenepura, University of Kelaniya, and University of Colombo and introduction of HRM degree programs and specializations in HRM by Sri Lankan universities and technical colleges reflect increasing importance and consideration on HRM as an academic discipline in addition to practice. Like other fields such as Accounting and Engineering, HRM is being recognized as a prestigious and significant professional field.

An organization's performance directly depends on the individuals it employs. Strategies and decisions in staffing have a direct impact on whether the organization employs right or wrong individuals. Right individuals give right performance which leads to accomplish strategic needs of the organization. An organization cannot perform more than its employees perform. When done strategically, staffing can enable a company to acquire a sustainable competitive advantage that allows it to successfully fulfill its mission and reach its goals (Phillips and Gully, 2009). In this context HR staffing is critical for organizational success and it refers to establishing human resource management personnel in the human resource department of the organisation. It is indispensable to procure and employ people who possess right HRM knowledge, skills and special and general qualities to perform successfully jobs and positions of the human resource department. How effectively an organisation's human resources are managed depends in large part on the quality of the people in the human resource department (Schular and Youngblood, 1986). If the organisation has no right HR personnel, it is not in a position of performing HRM in right way and therefore it will not be able to achieve its goals. This paper has its focus on personal qualities required by Sri Lankan organizations from HR personnel or for key HRM jobs.

This study explores the personal qualities/characteristics expected by the organisations for key HRM jobs in Sri Lanka. Sri Lankan literature in connection with HRM field reveals that there is a material gap in the empirical knowledge regarding the above phenomenon. In order to fill this empirical knowledge gap, this paper addresses the following two specific research questions:

1. What are the personal qualities/characteristics needed or expected by the organizations which are operating in Sri Lanka for key HRM jobs? and
2. Is it possible to develop a sort of illustration to understand personal qualities expected for key HRM jobs in Sri Lanka?

The Research Objectives
The objectives of this study were:
1. To explore the personal qualities/characteristics expected for the key HRM jobs; and
2. To develop an illustration of personal qualities/characteristics of key HRM jobs in Sri Lanka.

Literature Review
In the literature there were very few scholars who had mentioned about personal qualities/characteristics/attributes which are needed from the HRM professionals. In the view of Bergman (1992, as in Carrel et al. 1995), good judgment/common sense, flexible/resilient, leadership, action oriented, innovative thinking, and group dynamics are personal qualities required from HR Personnel. Kaufman (1994, as in Kleiman, 1997) stressed leadership qualities, managerial qualities and qualities which are related to HRM and business. In 1998, Sherman, Bohlander and Snell mentioned about four kinds of mastery such as business mastery, HR mastery, change mastery and personal credibility which were expected by the top executives from HR professionals. Sanghi (2004) has developed a checklist of HR competency audit. In that list she stressed needed personal attitudes and values of HR professionals in addition to their HR knowledge and HR skills. Deb (2006) grouped qualities of human resource professional/manager into two main groups. One is managerial qualities, and other one is professional qualities. Under the managerial qualities he pointed out seven specific qualities such as intelligence, conceptual clarity, analytical ability, motivational ability, emotional maturity, business acumen, and professional integrity. At the same time under the professional qualities he stated additional seven qualities such as empathy, communicator, human relation skill, knowledge, responsiveness, presentation, and management of change and culture.

In the Sri Lankan HRM literature, Opatha (2008 and 2009) pointed out seven competencies. In addition to the technical competence of HRM the human resource manager should possess competencies which include human relations competence (communicating, motivating, influencing people to change and leading), conceptual competence (planning, organising and controlling), intelligence (mental reasoning ability), appropriate personality (interest in people, appreciation in human capital, desire for developing people, pleasing appearance, adjustable and flexible, self- monitoring, extroversion to a certain extent, etc.), individual good character (moral excellence-ability to build and enhance virtues of responsibility, honesty, tolerance, patience, humility, etc. and minimise or eradicate vices of jealousy, greed, anger, stinginess, deception, corruption, retaliation etc.), and Personal/individual management competencies (ethical thinking, positive thinking, continuous learning, balancing life and work, time management, career management, and stress management). Out of these competences human relation competency, appropriate personality, intelligence and good character are highly related to personal qualities or characteristics of HR professional.

For the purpose of study, the term 'quality' or 'characteristic' is defined as a distinguishing feature or trait a person must possess to be perceived as a right HR professional. Indeed the concept is an abstract concept, and therefore it may be perceived alternatively as a competence. Qualities include attributes which are needed for a human resource professional to be successful on his/her job.

Research Methodology
In order to achieve the objectives of this research, an exploratory study was conducted by using all the HRM related employment advertisements appeared in the Sunday Observer

newspaper for the period of 5 years (2006, 2007, 2008, 2009 and 2010). This study was longitudinal in time horizon and the unit of analysis of this study was HRM related job advertisement. The extent of the researchers' interference in this study was minimal as there had not been any manipulation and control of variables. As the study had been carried out in a natural environment where events occurred normally the study setting was non-contrived. Mainly by using comprehensive and systematic content analysis along with descriptive statistics, results and findings were generated.

Results and Findings
During the study period, a total of 3374 HRM job advertisements were collected from the organizations which are operating in Sri Lanka in all the sectors and out of which 1429 were related to the selected key HRM jobs which included Director-HR, Group Human Resource Manager, Head-HRM, Manager-HRM, HR Executive, HR Officer, Training Manager and Recruitment Manager. Results and findings were generated by exploring all the data in the light of research objectives.

Number of job advertisements and number of job vacancies relating to the advertisements for the selected 08 key jobs under study are given in Table 1. According to the Table, the highest number of job advertisements and vacancies were with the key job, HR Manager. HR Executive is the key job that had the next highest number of advertisements and vacancies. These two jobs become critical for a person who wants to excel in the HRM profession. Generally for a person who wishes to have an excellent career in the field of HRM, the job of HR Manager becomes a long term career goal and the job of HR Executive becomes a short term career goal. Tables from 2 to 9 provide expected personal qualities/characteristics for the eight key HRM jobs in Sri Lanka.

Table: 1 Key HRM Jobs: Number of Job Advertisements/Vacancies

Selected Key HRM Jobs	Year					Total
	2006	2007	2008	2009	2010	
HR Director						
No. of Job Advertisements	07	20	11	05	13	**56**
Number of Job Vacancies	07	20	11	05	14	**57**
Group HR Manager						
No. of Job Advertisements	07	06	05	02	05	**25**
Number of Job Vacancies	07	06	05	02	05	**25**
Head-HRM						
No. of Job Advertisements	08	08	07	06	05	**34**
Number of Job Vacancies	08	08	07	06	06	**35**
HR Manager						
No. of Job Advertisements	116	139	130	63	114	**562**
Number of Job Vacancies	122	147	160	68	121	**618**
HR Executive						
No. of Job Advertisements	101	120	102	40	91	**454**
Number of Job Vacancies	117	159	132	46	102	**556**
HR Officer						
No. of Job Advertisements	27	35	28	27	41	**158**
Number of Job Vacancies	35	36	30	53	44	**198**
Training Manager						
No. of Job Advertisements	12	14	27	04	23	**80**

Number of Job Vacancies	14	14	27	04	27	**86**
Recruitment Manager						
No. of Job Advertisements	08	10	15	08	19	**60**
Number of Job Vacancies	08	11	17	08	20	**64**
Note: Excluding Repetition						

1. Director- Human Resources Management

Table: 2 Types of Personal Qualities/Characteristics and HR Director

#	Qualities/Characteristics	Count	#	Qualities/Characteristics	Count
01	A Real Team Player/Team Oriented	**23**	21	People Oriented	**03**
02	Dynamic	**22**	22	Proactive	**03**
03	High Level of Professionalism	**20**	23	A High Caliber	**02**
04	Leadership qualities	**16**	24	Business Acumen	**02**
05	Self-Motivated	**11**	25	Confidence	**02**
06	Energetic	**10**	26	High Level of Enthusiasm	**02**
07	Motivator	**09**	27	Passion	**02**
08	Commitment	**08**	28	Sense of Humour	**02**
09	Maturity and Emotional Balance	**05**	29	Service Oriented	**02**
10	Resourceful	**05**	30	Talented	**02**
11	Result Oriented	**05**	31	Willing to Put in Efforts Untiringly	**02**
12	Challenging	**04**	32	Ambitious	**01**
13	Drive	**04**	33	Creative	**01**
14	Highly Qualified	**04**	34	Good Decision Maker	**01**
15	Innovative	**04**	35	Hungry for Success	**01**
16	Positive Attitude	**04**	36	Independent	**01**
17	A Strong Intrinsic Motivation	**03**	37	Initiative	**01**
18	Adaptable	**03**	38	Intellectual	**01**
19	Flexible	**03**	39	Problem Solver	**01**
20	Integrity	**03**			

2. Group Human Resource Manager

Table: 3 Types of Personal Qualities/Characteristics and GHRM

#	Qualities/Characteristics	Count	#	Qualities/Characteristics	Count
01	Dynamic	**10**	16	A Strong believer of open culture	**01**
02	Results-oriented	**09**	17	A Strong Communicator	**01**
03	Professionally qualified	**06**	18	Ambitious	**01**
04	Team player	**06**	19	Committed to dead line	**01**
05	Drive	**05**	20	Conceptual thinking	**01**
06	Passionate	**04**	21	Focused	**01**
07	A Strong Motivator	**03**	22	Forward Thinking	**01**
08	Mature	**03**	23	Initiative	**01**
09	Challenging	**02**	24	Negotiator	**01**
10	Commitment	**02**	25	Organizer	**01**

11	Confidence	02	26	Out-going	01
12	Energetic	02	27	Proactive	01
13	Self-Motivator	02	28	Resourcefulness	01
14	Strategic Thinker	02	29	Young	01
15	A self-starter	01			

3. Head of Human Resource (Head-HRM)

Table: 4 Types of Personal Qualities/Characteristics and Head-HRM

#	Qualities/Characteristics	Count	#	Qualities/Characteristics	Count
01	Dynamic	20	22	Be Flexible	01
02	Result Oriented	10	23	Business Acumen	01
03	Self-Motivated	10	24	Commercially Astute Professional	01
04	Team Player	08	25	Conscientious	01
05	Professionalism	05	26	Diplomatic Approach	01
06	Enthusiastic	04	27	Good Understanding	01
07	Proactive	04	28	High Caliber	01
08	Accept Challenges	03	29	Innovative	01
09	Energetic	03	30	Leadership qualities	01
10	Highly Committed	03	31	Loyalty	01
11	A proven track records in the Field of HRM	02	32	Meticulous	01
12	Effective	02	33	Nurture	01
13	Integrity	02	34	Out-going Personality	01
14	Optimistic	02	35	Self-Starter	01
15	Passion for Achieving Excellence	02	36	Strive for Continuous Improvements at All Times	01
16	Positive Attitudes	02	37	Talented	01
17	Young Achiever	02	38	Tireless	01
18	A Natural Flair to engage with People at All Levels	01	39	Uncompromising	01
19	A Strong Generalized Background	01	40	Willingness to Work Outside Regular Hours	01
20	All-Rounder	01	41	Work Independently	01
21	Ambitious	01			

4. Human Resource Manager (Manager-HRM)

Table: 5 Types of Personal Qualities/Characteristics HR Manager

#	Qualities/Characteristics	Count	#	Qualities/Characteristics	Count
01	Dynamic	141	50	Self-Driven Personality	06
02	Highly Professional	107	51	Self-Starter	06
03	Strong Team Player/Team Spirit	106	52	An Abundance of Commonsense	05
04	Self-Motivated	77	53	Diligent	05
05	Results Oriented/Target Oriented	73	54	Honesty	05
06	Suitably/Highly Qualified	49	55	Positive Demeanour	05
07	Strong Leadership Qualities	48	56	Versatile	05
08	Committed/unwavering	42	57	Working Independently	05

	commitment			
09	Prepared to Take Challenges	**41**	58	Good Organizer	**04**
10	Energetic	**39**	59	Incessant Desire	**04**
11	Strong/Highly Motivated/Motivator	**37**	60	Ongoing Learning & Self Development	**04**
12	Capable and Competent	**31**	61	Resourceful	**04**
13	Excellent Educational /Academic Record	**30**	62	Strategic Thinker	**04**
14	Proven/Sound Track Record	**26**	63	Trustworthiness	**04**
15	Proactive	**22**	64	Empathetic	**03**
16	Dedicated	**21**	65	Good Sense of Judgment	**03**
17	Innovative	**21**	66	Good Understanding	**03**
18	Self-Confidence	**21**	67	Highly Multi-Disciplined	**03**
19	Young	**21**	68	Inspiration	**03**
20	A Positive Attitude/Mindset	**20**	69	Intellect	**03**
21	Highly/ Best Talented	**19**	70	Loyalty	**03**
22	Initiative	**19**	71	Practical	**03**
23	Ambitious Individual	**17**	72	Service Oriented	**03**
24	Passion	**17**	73	An Individual of Good Character	**02**
25	Smart and physical stamina	**17**	74	Diplomatic	**02**
26	Strong/Sturdy Personality	**17**	75	Ethical Commitment	**02**
27	High Caliber	**15**	76	Forceful Player	**02**
28	Relentless Drive/Drive	**15**	77	Foresight Qualities	**02**
29	Strive for Achievement	**14**	78	Forward Thinking	**02**
30	Matured	**13**	79	Goal Oriented	**02**
31	Work Under Pressure	**12**	80	Go-Getter Attitude	**02**
32	Accept Responsibilities	**12**	81	Out of Box Professional Attitudes	**02**
33	Be Flexible	**11**	82	Strong Attitude	**02**
34	Excellent	**11**	83	Willing to Work Long Hours	**02**
35	High Sense of Enthusiasm	**11**	84	Balanced Approach	**01**
36	Integrity	**11**	85	Best in the Field	**01**
37	Pleasing Personality	**11**	86	Can do Attitude	**01**
38	Outgoing Personality	**10**	87	Commercially minded	**01**
39	Communicator	**09**	88	Disciplined	**01**
40	Confidentiality	**09**	89	Flare for Public Relations	**01**
41	Market Intelligence/Business Acumen	**08**	90	Focused Approach	**01**
42	Meaningful Contributor	**08**	91	Good Physical condition	**01**
43	Outstanding/Exceptional	**08**	92	Humility	**01**
44	People Oriented/People Friendly	**07**	93	Look ahead	**01**
45	Career Minded	**06**	94	Meticulous	**01**
46	Creative	**06**	95	Open Minded	**01**
47	Determination	**06**	96	Resilient	**01**
48	Hardworking	**06**	97	Sincerity	**01**
49	Independent Thinker	**06**	98	Virtue	**01**

5. Human Resource Executive (HR Executive)

Table: 6 Types of Personal Qualities/Characteristics and HR Executive

#	Qualities/Characteristics	Count	#	Qualities/Characteristics	Count
01	Dynamic	**141**	42	Honesty	**05**
02	Team Player/Oriented/Team Spirit	**102**	43	Confidentiality	**04**
03	Self Motivated	**70**	44	Continuous Improvement All the Time	**04**
04	Young	**56**	45	Ethical Minded	**04**
05	Professionally Qualified	**55**	46	Excellent	**04**
06	Results /Target Oriented	**54**	47	Good Understanding	**04**
07	Energetic	**41**	48	Methodical, Systematic & Organised	**04**
08	Accepting Challenges	**32**	49	People Oriented	**04**
09	Committed	**32**	50	Vibrant	**04**
10	Enthusiasm	**28**	51	Willing to Work Highly Competitive Environment	**04**
11	Leadership Qualities	**27**	52	Analytical Mind	**03**
12	Dedicated	**25**	53	Communicator	**03**
13	Highly Motivated	**19**	54	Contributor	**03**
14	Drive/Self Driven	**18**	55	Diplomatic	**03**
15	Highly Talented	**18**	56	Exceptional	**03**
16	Positive Minded/Attitudes	**18**	57	Positive Personality	**03**
17	Right Academic Background	**18**	58	Proper Attitude for Work	**03**
18	Initiative	**17**	59	Quick & Willing Learner	**03**
19	Suitably Qualified	**16**	60	Self Managed	**03**
20	Achievement Oriented	**15**	61	All-rounder	**02**
21	Innovative	**15**	62	Client Pleaser	**02**
22	High Caliber	**12**	63	Development Oriented	**02**
23	Passion	**12**	64	Empathy	**02**
24	Proactive	**12**	65	Flexible	**02**
25	Smart	**12**	66	Inspiration	**02**
26	Confident/Self-Confident	**11**	67	Look Forward	**02**
27	Competent	**10**	68	Personal Discipline	**02**
28	Hard-Working	**10**	69	Positive Interpersonal Relations	**02**
29	Outgoing Personality/Person	**10**	70	Proven Record in Extra Curricular Activities	**02**
30	Responsible	**08**	71	Strategic Thinkers	**02**
31	Best Attitudes	**07**	72	Assertive	**01**
32	Capable	**07**	73	Career Minded	**01**
33	Career Oriented/Minded	**06**	74	Creative	**01**
34	Go Getters Attitude	**06**	75	Customer Orientation	**01**
35	Integrity	**06**	76	Dare to Do Spirit	**01**
36	Intelligent	**06**	77	Determination	**01**
37	Mature	**06**	78	Emotional Resilience	**01**
38	Pleasing Personality	**06**	79	Have a Can Do Attitudes	**01**
39	Willing to Work Long Hours	**06**	80	Self-starter	**01**

#		Count	#		Count
40	Working Independently	**06**	81	Swift	**01**
41	Ambitious	**05**			

6. Human Resource Officer (HR Officer)

Table: 7 Types of Personal Qualities/Characteristics and HR Officer

#	Qualities/Characteristics	Count	#	Qualities/Characteristics	Count
01	Team Player/Oriented/Team Spirit	**27**	26	Initiative	**03**
02	Dynamic	**30**	27	Intelligent	**03**
03	Highly Qualified	**20**	28	Proactive	**03**
04	Self Motivated	**17**	29	Diplomacy	**02**
05	Results Oriented	**13**	30	Efficient	**02**
06	Work with minimum supervision	**11**	31	Highly Multidisciplined	**02**
07	Energetic	**10**	32	Leadership Qualities	**02**
08	Committed	**09**	33	Willing to Help	**02**
09	Flexible	**08**	34	Work Independently	**02**
10	Innovative	**08**	35	Career Oriented/Minded	**01**
11	Young	**08**	36	Challenge Taker	**01**
12	Mature Person	**07**	37	Confident	**01**
13	Ambitious	**06**	38	Confidentiality	**01**
14	Creative	**06**	39	Enthusiastic	**01**
15	Work under Pressure	**06**	40	Go-getter	**01**
16	Capable and competent	**05**	41	Integrity	**01**
17	Dedicated	**05**	42	Passion	**01**
18	Higher Caliber	**05**	43	Patient	**01**
19	Highly Motivated	**05**	44	Positive Attitude	**01**
20	Friendly and People Oriented	**04**	45	Reliable	**01**
21	In Response to Changing Needs	**04**	46	Self Managed	**01**
22	Pleasing Personality	**04**	47	Sense of Self Achievement	**01**
23	Tact	**04**	48	Sense of Self Development	**01**
24	Drive/Self Driven	**03**	49	Trustworthy	**01**
25	Honest	**03**	50	Unencumbered	**01**

7. Training Manager

Table: 8 Types of Personal Qualities/Characteristics/Attributes and Training Manager

#	Qualities/Characteristics	Count	#	Qualities/Characteristics	Count
01	Dynamic	**26**	17	Creative	**02**
02	Highly Motivated	**13**	18	Dedicated	**02**
03	Results Oriented	**10**	19	High Caliber	**02**
04	Self Motivated	**08**	20	Initiative	**02**
05	Team Player/Oriented/Team Spirit	**08**	21	Capable	**01**
06	Innovative	**07**	22	Committed	**01**
07	Talented	**06**	23	Focused	**01**
08	Professionally qualified	**05**	24	Good Leader	**01**

09	Sober and Mature Person	**05**	25	Hard working	**01**
10	Drive/Self Driven	**04**	26	Passion	**01**
11	Excellent	**04**	27	People Oriented	**01**
12	Proactive	**04**	28	Physically Fit	**01**
13	Suitably Qualified	**04**	29	Service Oriented	**01**
14	Energetic	**03**	30	Strictly Disciplinarian	**01**
15	Self-Starter	**03**	31	Strong Personality	**01**
16	Change Agent	**02**	32	Trustworthy Person	**01**

8. Recruitment Manager

Table: 9 Types of Personal Qualities/Characteristics/Attributes and Recruitment Manager

#	Qualities/Characteristics	Count	#	Qualities/Characteristics	Count
01	Dynamic	**10**	09	Good understanding of human relations	**02**
02	Team player	**06**	10	Outgoing personality	**02**
03	Energetic individual	**05**	11	Well/Highly organized	**02**
04	Self-motivated	**04**	12	Empathetic	**01**
05	Talented	**04**	13	Positive Mined	**01**
06	High Caliber	**03**	14	Proactive	**01**
07	Professionally qualified	**03**	15	Trustworthy Personality	**01**
08	Good Communicator	**02**			

Discussion

Full list of personal qualities/characteristics expected by the Sri Lankan organizations from HR professionals was presented under the results and findings. The list contains almost each item in terms of quality that had been required by the organizations under the study. In this context two types of discussions were attempted. First one is identification of top five personal qualities/characteristics expected by the organizations regarding each HRM job and second one is overall discussion with regard to certain types or key categories of key personal qualities/characteristics expected by the organizations. The following Exhibit and Figure 1 relate to the first attempt and Figure 2 and the Appendix relate to the second attempt.

Exhibit: 1 Top Five Personal Qualities/Characteristics expected by the Organizations Regarding each HRM Job

#	HRM Job	#	Top Five personal qualities/characteristics/attributes
01	**Director-HR/HRM**	01	A Real Team Player/Team Oriented
	Number of content identified - 39	02	Dynamic
		03	High Level of Professionalism
		04	Leadership qualities
		05	Self-Motivated
02	**Group HR Manager**	01	Dynamic
	Number of content identified -29	02	Results Oriented
		03	Professionally Qualified
		04	Team player
		05	Drive
03	**Head of HR**	01	Dynamic
	Number of content identified -41	02	Results Oriented

		03	Self-Motivated
		04	Team Player
		05	Professionalism
04	**HR Manager**	01	Dynamic
	Number of content identified -98	02	Highly professional
		03	Strong Team Player/Team Spirit
		04	Self-Motivated
		05	Results Oriented/Target Oriented
05	**HR Executive**	01	Dynamic
	Number of content identified -81	02	Team Player/Oriented/Team Spirit
		03	Self Motivated
		04	Young
		05	Professionally Qualified
06	**HR Officer**	01	Team Player/ Oriented/Team Spirit
	Number of content identified -50	02	Dynamic
		03	Highly Qualified
		04	Self Motivated
		05	Results Oriented
07	**Training Manager**	01	Dynamic
	Number of content identified -32	02	Highly Motivated
		03	Results Oriented
		04	Self Motivated
		05	Team Player/ Team Player/Oriented/Team Spirit
08	**Recruitment Manager**	01	Dynamic
	Number of content identified -15	02	Team player
		03	Energetic individual
		04	Self motivated
		05	Talented

Here, it is possible to understand that there were very much similarities regarding certain personal qualities of selected HRM jobs. *Dynamic*, *team player/oriented/team spirit*, *motivated/self-motivated*, and *results oriented* were commonly and very frequently stated /expected four personal qualities by the organizations irrespective of different HRM jobs in Sri Lanka. The label '**common personal qualities**' could be given to these four identified qualities.

Dynamic means unstable, changing, not being static. This quality is considered as one of the most important common qualities for all the key HRM jobs. It may be due to the reason that a human resource professional has to face various different situations which require new way of thinking and thinking out of the box rather than limiting to one framework of looking at problems, and being closed minded with pre-determined conclusions. **Team orientation** means state of being directed as a team. Human resource professional (specially head of HR department) has to work as a member of the team that consists of other heads (line and staff) who are committed to a common purpose, i.e. achieving strategic needs (vision, mission and strategic goals) of the organization. In addition HR professionals are supposed to coordinate HR related works with other managers in the organization and they have to team up themselves within the HR department.

Self-motivated means to generate a force that causes the person (in this context HR professional) to engage in a particular behavior (in this context to perform relevant HR duties and responsibilities) rather than other behaviors. HR professional is supposed to have decision of performing relevant duties and responsibilities seriously; decision of putting much effort into job performance; and decision of spending hours and hours to keep working at job performance. **Results oriented** means state of being directed as a person of results rather than a person of traits and behaviors. One may utilize his/her traits and engage in right behaviors but may not produce right outputs/results (mainly quality and quantity of work). As results are the most important at the final analysis of achieving strategic needs of the organization, HR professionals are supposed to produce right or expected results which will create value to realization of strategic goals of the organization. Figure 1 shows linkage between common personal qualities and key HRM jobs.

Figure: 1 Linkage between Common Personal Qualities and Key HRM Jobs

Being Dynamic	⟷	1. Director-HR 2. Group HR Manager 3. Head of HR 4. HR Manager 5. HR Executive 6. HR Officer 7. Training Manager 8. Recruitment Manager
Team Orientation	⟷	
Self-Motivated	⟷	
Result-Oriented	⟷	
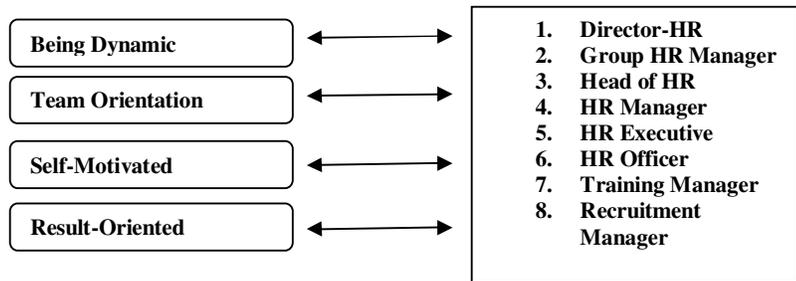
Figure: 2 Key Categories of Personal Qualities/Characteristics expected by the Organizations to Perform HRM Jobs in Sri Lanka

Attitude Component	Personality Component	Good Character (Virtue) Component
Team Component	Professional Component	Business Component
People Component	Key Categories of Personal Qualities Expected by the Organizations to Perform HRM Jobs	Performance Component
Physical Character related Component	Leadership Traits	HR/HRM related Component

The above Figure was developed after investigating 176 (after eliminating overlapping) personal qualities/characteristics identified from this exploratory study. Regarding personal qualities/characteristics of HRM professionals Bergman (1992), Kaufman (1994), Sherman et

al (1998), Sanghi (2004), Deb (2006) and Opatha (2007 and 2009) have emphasized that many types of personal qualities/characteristics are necessary for HRM professionals. Individually 176 (overall/summary) personal qualities/characteristics were identified from the findings of this study and further eleven (11) key categories of personal qualities needed to perform HRM jobs were identified from those 176 individual personal qualities through classification. In general, results of this study were almost similar with observations of the above mentioned authors and however this study provides a more comprehensive view about personal qualities/characteristics needed for HR professionals, especially in the Sri Lankan context.

Conclusion

Content analysis of the relevant 1429 newspaper recruitment advertisements revealed 176 personal qualities expected by Sri Lankan organizations for 08 key HRM jobs. There are 39 personal qualities related to the post of HR Director, 29 personal qualities related to the Group HR Manager, 41 personal qualities related to Head of HRM, 98 personal qualities related to the HR Manager, 81 personal qualities related to the HR Executive, 50 personal qualities related to the HR Officer, 32 personal qualities related to the Training Manager, and 15 personal qualities related to the post of Recruitment Manager. The most important five personal qualities for each key HRM job have been presented. Further investigation resulted in four common personal qualities which are highly demanded by the organizations under study and they include being dynamic, team orientation, self-motivated and result-oriented. 11 key categories of personal qualities were identified through classification and they include attitude, personality, good character (virtue), team, professional, business, people, performance, physical character, leadership, and HRM related component.

Results of the study have direct implications on all stakeholders and HRM professionals in developing good professionalism among current HR professionals in Sri Lanka and prospective personnel who wish to establish a career in HRM. Senior university teachers need to take into account of these results in order to develop a good curriculum of HRM and teachers and trainers who are directly involved in teaching and training individuals today to make them future successful professionals in HRM should develop learning materials and applications (cases, critical incidents, skill builders etc.) relating to the identified key categories and common personal qualities. Those who currently seek employment opportunities in the field of HRM need to get prepared for enhancing those personal qualities so as to increase the likelihood of getting selected for the relevant job vacancies.

The data used in this study were secondary data and therefore avenues for further investigation by collecting primary data are possible. Another interesting avenue for future research is to carry out similar studies in other fields of business management including marketing, finance, operation, business information technology etc.

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The Appendix: Types of Personal Qualities/Characteristics expected/needed to perform HRM Jobs

#	Types of Personal Qualities/Characteristics
01.	**Attitude Related**
1.1	Positive Attitude/Mindset
1.2	Best Attitudes
1.3	Dare to Do Spirit
1.4	Go-Getter Attitude
1.5	Have a Can Do Attitude
1.6	Open Minded
1.7	Optimistic
1.8	Out of Box Professional Attitudes
1.9	Proper Attitude for Work
1.10	Strong Attitude
02.	**Personality Related**
2.1	Outgoing Personality
2.2	Trustworthy Personality
2.3	Strong Personality
2.4	Self-Driven Personality
2.5	Sturdy Personality
2.6	Pleasing Personality
2.7	Positive Personality
2.8	Pleasant Personality
2.9	Assertive
03.	**Good Character (Virtue) Related**
3.1	An Individual of Good Character
3.2	Good Sense of Judgment
3.3	Honesty/ Honest
3.4	Humility
3.5	Loyalty
3.6	Sincerity
3.7	Disciplined
3.8	Reliable
3.9	Patient

04.   Team Related
4.1   A Real Team Player
4.2   Team Oriented
4.3   Team Sprit

05.   Professional Related
5.1   Career Oriented/Minded
5.2   Confidentiality
5.3   High Level of Professionalism/ Professionalism
5.4   Professional Approach
5.5   Professionally qualified

06.   Business Related
6.1   Client Pleaser
6.2   Commercially Astute Professional
6.3   Commercially minded
6.4   Customer Oriented
6.5   Market Intelligence
6.6   Service Oriented

07.   People Related
7.1   A Natural Flair to engage with People at All Levels
7.2   An Abundance of Commonsense
7.3   Diplomatic Approach/ Diplomacy/ Diplomatic
7.4   Empathy/ Empathetic
7.5   Flare for Public Relations
7.6   Flexible
7.7   Friendly/ People Friendly
7.8   Good communicator
7.9   Good understanding of human relations
7.10   Nurture
7.11   People Oriented
7.12   Positive Interpersonal Relations
7.13   Sense of Humour
7.14   Tact
7.15   Willing to Help

08.   Performance Related
8.1   A Strong believer of open culture
8.2   Achiever/ Achievement Oriented
8.3   All-Rounder
8.4   Capable
8.5   Commitment/ Highly Committed/ Committed/unwavering commitment
8.6   Committed to dead line
8.7   Competent
8.8   Conscientious
8.9   Diligent
8.10   Effective
8.11   Efficient
8.12   Excellent
8.13   Excellent Educational /Academic Record
8.14   Exceptional
8.15   Goal Oriented

8.16   Hard-Working
8.17   High Caliber
8.18   Highly Talented/Best Talented
8.19   Hungry for Success
8.20   Incessant Desire
8.21   Intelligent
8.22   Meaningful Contributor/ Contributor
8.23   Meticulous
8.24   Ongoing Learning & Self Development
8.25   Organizer/ Good Organizer/ Methodical, Systematic & Organised
8.26   Outstanding
8.27   Passion for Achieving Excellence
8.28   Proven Record in Extra Curricular Activities
8.29   Proven/Sound Track Record
8.30   Quick & Willing Learner
8.31   Result Oriented
8.32   Self Managed
8.33   Sense of Self Achievement
8.34   Sense of Self Development
8.35   Strive for Achievement
8.36   Strive for Continuous Improvements at all Times
8.37   Swift
8.38   Target Oriented
8.39   Talented
8.40   Versatile
8.41   Vibrant
8.42   Uncompromising
8.43   Willing to Put in Efforts Untiringly/ Tireless
8.44   Willing to Work in a Highly Competitive Environment
8.45   Willing to Work Long Hours/outside regular hours
8.46   Work Independently (Work with minimum supervision)
8.47   Work under Pressure

09.   Physical Appearance Related
9.1   Young
9.2   Smart and Physical stamina
9.3   Physically Fit
9.4   Good Physical condition

10.   Leadership Traits/ Qualities Related
10.1   A self-starter
10.2   A Strong Communicator/ Communicator
10.3   A Strong Intrinsic Motivation
10.4   Adaptable
10.5   Ambitious
10.6   Analytical Minded
10.7   Balanced Approach
10.8   Challenging/ Accepting Challenges/ Prepared to Take Challenges
10.9   Conceptual thinking
10.10   Creative
10.11   Dedicated
10.12   Determination
10.13   Development Oriented
10.14   Drive

10.15   Drive/Self Driven
10.16   Dynamic
10.17   Emotional Resilience
10.18   Energetic
10.19   Enthusiastic/ High Level of Enthusiasm/ High Sense of Enthusiasm/ Enthusiasm
10.20   Focused/ Focused Approach
10.21   Foresight Qualities
10.22   Forward Thinking
10.23   Good Leader
10.24   Good Decision maker
10.25   Highly motivated
10.26   Independent
10.27   Independent Thinker
10.28   Initiative
10.29   Innovative
10.30   Inspiration
10.31   Mature / Matured
10.32   Emotional Balance
10.33   Motivator/ A Strong Motivator/ Strong/Highly Motivated/Motivator
10.34   Negotiator
10.35   Passion/ Passionate
10.36   Positive Demeanour
10.37   Practical
10.38   Proactive
10.39   Problem Solver
10.40   Relentless Drive/Drive
10.41   Resourceful/ Resourcefulness
10.42   Response to Changing Needs
10.43   Responsible/ Accept Responsibilities
10.44   Self-Confidence
10.45   Self-Motivated
10.46   Strategic Thinker

11.   HRM Related

11.1   A proven track records in the Field of HRM
11.2   A Strong Generalized HRM Background
11.3   One of the Best in the Field
11.4   Forceful Player in the Field
11.5   Right Academic Background (HRM)
11.6   Suitably Qualified (HRM)