

Recent research by Wayne Hochwarter, a professor of management at Florida State University, and associate Samantha Engelhardt investigated differences in employees' responses to abusive supervisors. Their study included more than 180 employees from a range of professions and built on 2006 research that assessed the effects of abusive bosses on employees' health and job performance.

Wayne Hochwarter explained:

"Our goal was to isolate those who reported daily abuse from those who did not."
The researchers found significant differ-

Aggression at work

ences between the two groups.

Of those who reported abuse:

30 per cent slowed down or purposely made errors (compared with 6 per cent of those not reporting abuse)
27 per cent purposely hid from the boss (compared with 4 per cent)
33 per cent confessed to not putting in maximum effort (compared with 9 per cent)
29 per cent took sick time off even when not

ill (compared with 4 per cent)

25 per cent took more or longer breaks (compared with 7 per cent)

They also found that participants not reporting abuse were three times more likely to be proactive in solving problems they experienced in the workplace, including perceived abuse.

Wayne Hochwarter commented:

"The data do not allow us to definitively state if abuse leads to these reactions, or if managers are just responding to their subordinates' less-than-stellar behaviour. However, it is clear that employee-employer relations are at one of the lowest points in history."

Researchers highlight the importance of "basic civility" and effective communication when addressing many workplace problems.

Wayne Hochwarter said:

"Without communication, there can be no trust. And without trust, you're going to have your share of employee-manager struggles."

Referring to his earlier research findings Wayne Hochwarter added:

"Employees stuck in an abusive relationship experienced more exhaustion, job tension, nervousness, depressed mood and mistrust. They also were less likely to take on additional tasks, such as working longer or on weekends, and were generally less satisfied with their job. Also, employees were more likely to leave if involved in an abusive relationship than if dissatisfied with pay."



General Public Identified As Primary Source of Abuse

Almost half of U.S. employees have been subjected to aggression in the workplace, with customers, clients and patients being the main source of attacks, according to a comprehensive national survey of workers reported in the Handbook of Workplace Violence published by Sage in 2006.

"The stereotypical belief that large numbers of employees are 'going postal' is a bit of a myth," says Aaron Schat, assistant professor at the DeGroote School of Business at

McMaster University. "47 million Americans experience psychological or physical aggression while on the job. Interestingly, workers pinpoint the general public as the most significant source of this aggression, as opposed to other co-workers or supervisors."

The survey found that about 47 million employees have experienced acts of psychological aggression at work, including: being screamed at, insulted, or threatened with physical violence.

Physical violence at work, such as being slapped, kicked or attacked with a weapon, were less common. Only 6% of employees - nearly 7 million people - reporting exposure. The vast majority of workers (96%) who experienced physical violence also reported some form of psychological abuse. A mere 0.26% - representing about 300,000 workers - experienced physical violence alone.

Almost 25% of respondents reported they were victims of aggression from members of the public (customers, clients or patients) 15% said they were victims of aggression from other employees 13% reported aggression from supervisors or bosses.

Schat explained, "Exposure to aggressive behaviour at work is associated with a wide range of negative consequences for individuals and organizations, including negative work attitudes, reduced well-being, and, in cases of physical violence, bodily injury or death. The fact that such a large percentage of the American population has experienced workplace aggression demonstrates the need to address it." -hrmguide.com

Human Resources...

Contd. on Page 1
There is currently an immense demand for workers in these fields which we could meet if young people are given the opportunity to do so.

Today students are not much inclined to taking on vocational training mainly because there is not much recognition in society for those who have trained in those disciplines. Therefore it is necessary to give recognition to vocational training for students by giving prominence to it as a recognized qualification. A carpenter or a welder could earn far more than a graduate but we treat those career choices with less respect because they do not get the recognition that they deserve.

Q) What do you think are the long-term benefits of such an implementation?

A) If a person is qualified in a skilled job he would be able to secure an employment opportunity even outside the country if there are no opportunities available in Sri Lanka as there is a great demand for skilled persons overseas. By securing a job outside Sri Lanka they will be able to earn foreign exchange for the country, gain experience in the respective discipline, gain exposure to working in an overseas country and come back to the country after a few years. They might even be able to start their own business in a small way after specializing in a particular field. This process could also help to solve the unemployment problem to a large extent.

The National Apprentice and Industrial Training Authority (NAITA) is conducting such vocational training at present but I believe we should have more technical institutions to provide such training to more students. The Government at this time is keen on development activities, particularly the development of infrastructure facilities in the country. In order to achieve these objectives we need to ensure that we have skilled workers to meet the market demand. At the same time we also need to ensure human resources development in other professional areas such as engineering, accountancy, agriculture etc.

In order to have a proper assessment of the Human Resources requirement in the country we may have to carry out a survey to identify the country's demand for Human Resources in different disciplines if such a survey has not already been done.

Olinthi Jayasundere

softlogic
BEST IN THE BUSINESS

Levi's

PROMO/SALES GIRLS FOR LEVI'S

Come experience the magic of working with one of the most iconic names in the fashion world! We are seeking promotional / sales girls for an exciting month-long promotion in Colombo. If you are between 20-30 years of age, very smart and fluent in English, come for a walk-in interview on the 1st of December 2010 from 1.30pm onwards at the Levi's building, 68A, Dharmapala Mawatha, Colombo 03.

Call 0772 955 999 for an appointment.

The 7th Frontier

CAREER OPPORTUNITIES FOR RESULT ORIENTED PEOPLE

RECRUITMENT OF MANAGEMENT TRAINEES



The State Mortgage & Investment Bank, as the premier housing bank to the Nation, is in the process of restructuring the Bank's operations with a view to offer a higher level of customer satisfaction with wider variety of services and products. As such we invite applications from dynamic, result oriented individuals with relevant qualifications and experience for the high profile capacities indicated above.

The eligible candidate should possess:

A Degree from a recognized University with 2nd Class (Upper Division) in Banking, Economics, Commerce, Business Administration, Management, Law, Mathematics, Statistics, Computer Science, Agriculture, Engineering, Estate Management, Valuation or any other related field.

Or

An Associate Membership or passed finalist of the Chartered Institute of Management Accountants/The Institute of Chartered Accountants of Sri Lanka/The Association of Chartered Certified Accountants/or equivalent

Age Limit: below 27 years.

MODE OF SELECTION

Selection will be through a written examination which will comprise the following papers and subsequent interview

Subject	Medium
a) Language paper to test the working knowledge of English and the Organization of thought and knowledge	English
b) Analytical Skills/I. Q.	Sinhala, Tamil or English
c) General knowledge	Sinhala, Tamil or English

Training and Probation Period

The Appointees will be required to undergo a period of 02 years training. Those who complete training of 02 years satisfactorily will be absorbed in to the permanent cadre subject to probation period of 01 year.

Confirmation will be subject to a written examination and evaluation of performance during the probation period.

Remuneration

The Gross remuneration during the period of training will be Rs. 25,000/- per month. Those who complete 02 years training satisfactorily will be absorbed to Grade IV and placed on the initial salary step.

How to Apply

Interested qualified candidates should send their applications, Curriculum Vitae and copies of their Educational/Professional transcripts and the names address and contact numbers of two professional non related referees.

Closing Date for Applications: 17th December, 2010

Post applied for, should be indicated on the top left hand corner of the envelope enclosing the application.

Applications should be sent under Registered Post to:

Assistant General Manager (Human Resources & Logistics)
No.269, State Mortgage & Investment Bank
Galle Road, Colombo 03. Date: 26.11.2010

ELSTEEL

ELSTEEL IS AN INTERNATIONAL COMPANY MANUFACTURING, THE WORLDS MOST ADVANCED LOW VOLTAGE DESIGN VERIFIED MODULAR ENCLOSURE SYSTEMS.

WE ARE ISO 9001 - 2008 & ROHS CERTIFIED, AND CONSTANTLY AT THE FOREFRONT OF ENCLOSURE TECHNOLOGY.

WE INVITE APPLICATIONS FROM SUITABLE CANDIDATES FOR THE BELOW VACANCIES FOR IMMEDIATE APPOINTMENTS.

DESIGN OFFICER - ELECTRICAL (KATUNAYAKE)

QUALIFICATIONS :

- NDT QUALIFIED IN ELECTRICAL ENGINEERING.
- ONE YEAR WORKING EXPERIENCE IN A SIMILAR CAPACITY.
- A STRONG DESIRE TO BECOME THE BEST IN THIS FIELD.
- EXCELLENT COMMUNICATOR WITH COMPUTER LITERACY.

PRODUCTION ASSISTANT (PALLEKELE)

QUALIFICATIONS :

- HE SHOULD HAVE ACADEMIC BACKGROUND OF PLASTIC MATERIALS & MECHANICAL (PRODUCTION) WITH WORKING EXPERIENCE IN INJECTION MOLDING.
- SHOULD BE ABLE TO CARRY OUT MOULD SETTINGS, PREVENTIVE MAINTENANCE OF INJECTIONS MOULDS & OPTIMIZE UTILIZATION OF INJECTION MOLDING MACHINES
- KNOWLEDGE OF ELECTRICAL MAINTENANCE IS ADDED ADVANTAGE
- EXCELLENT COMMUNICATOR WITH COMPUTER LITERACY

ATTRACTIVE REMUNERATION PACKAGE AWAITS THE RIGHT CANDIDATES. PLEASE APPLY IMMEDIATELY.

HUMAN RESOURCES DEPARTMENT

ELSTEEL (PVT) LTD

SPUR ROAD - 2, E.P.Z, KATUNAYAKE.

TEL : 0112-259333 FAX : 0112-252698 E-MAIL: fazlina@elsteel.com

HOTEL/FAST FOOD CHAIN

VACANCIES



Sultanate of Oman

We are looking for experienced candidates for the following:

Positions	No. of Vacancies	Salary OR
Shift Supervisors (Fast Food)	06	160 - 200
Restaurant Supervisors (Fine Dining)	02	150 - 200
Waiters (Fast Food)	30	90 - 120
Waiters (Fine Dining Restaurant)	08	75 - 90
Asst. Cook (Domestic)	02	75 - 90
Houseboy (Domestic)	02	75 - 90
Nanny (Domestic - Female)	02	90 - 120
Domestic Cook (Domestic)	01	100 - 150

(01 OR = SL Rs. 293/-)

Age 22 - 30 years and Nanny above 30 years. Should be able to converse in English.

Hotel Schools leavers with Restaurant Experience / In-house Training can apply. Hotel and Middle East experience is an advantage.

Free accommodation, medical and air ticket both ways will be provided. Two year contract. 8 hours working per day. Food provided or an allowance. Government registration fee only - Rs. 11,767/-.

Please e-mail or post your application as this is an URGENT requirement.



Sarathi (Private) Limited,

50, Hyde Park Corner,
Colombo 02.

E-mail : sarathildt@eureka.lk

Licence No. 02

Approval No. AL/02/ADVT/16/10