

Empowering HRM Professionals: Advancing Research Culture with ETDs in The Chartered Institute of Personnel Management (CIPM), Sri Lanka

Kamani Perera¹, Heather Fernando², Anushka Earskin³ and Indika Wijayasriwardana⁴

^{1,2,3}Chartered Institute of Personnel Management (CIPM), Sri Lanka

Author Note

Correspondence concerning this article should be addressed to Kamani Perera, Chartered Institute of Personnel Management (CIPM), No. 43, HR House, Vijaya Kumaranathunga Mawatha, Colombo 5, Sri Lanka. Email: kamani@cipmlk.org

Abstract

The Chartered Institute of Personnel Management (CIPM) plays a key role in advancing the professional development of Human Resource Management (HRM) practitioners. Being nations leader in HRM, CIPM has already taken initiatives to build up solid research culture among HRM community in Sri Lanka and beyond. At this juncture, CIPM has realized the importance of ETDs and therefore, action has taken to upload existing ETDs of CIPM graduands to its institutional repository called 'CIPM Research Nexus'. This growing ETD repository has become one of the major components among other research components such as journal articles, research monographs, research symposium articles etc. The main purpose of this ETD repository is to share novel findings and encourage the HRM scholarly community to conduct more research and find out solutions for the burning problems of the HRM community. A mixed-methods style was adopted for this study, beginning with a full literature review. A survey was then circulated among a sample of HRM professionals within CIPM to gather insights on their awareness, usage, and perceptions of ETDs. This quantitative data was added by qualitative interviews with HRM leaders to discover deeper challenges and opportunities related to ETD integration. The findings indicate varied application of ETDs among HRM professionals in CIPM. Although there is a general awareness of ETDs, their full potential in enhancing research skills and knowledge dissemination has not been fully realized. Identified challenges include limited access to ETD repositories and inadequate training opportunities. However, respondents showed interest for incorporating ETDs into their professional development, identifying their value in expanding research capabilities and staying current with HRM trends.

Keywords: Chartered Institute of Personnel Management (CIPM), ETDs, HRM Professionals

Empowering HRM Professionals: Advancing Research Culture with ETDs in The Chartered Institute of Personnel Management (CIPM), Sri Lanka

The Chartered Institute of Personnel Management (CIPM) plays a key role in the professional development of Human Resource Management (HRM) practitioners. To enhance this development, there is a growing recognition of the importance of nurturing a culture of advanced research within the HRM community. This study concentrations on the utilization of Electronic Theses and Dissertations (ETDs) as a means to empower HRM professionals in CIPM, enabling them to engage in hard research practices. Managing ETDs in CIPM means creation, accession, archiving, preservation and reuse. The institutions who have implemented ETD repositories should wisely think of its processes, maintain standards, software and digital infrastructure, access and preservation (Lippincott 2006). These factors have taken into consideration, and it is developed cloud based digital infrastructure and used customized DSpace software when implementing ETD repository in CIPM. It is mandatory to identify the stakeholders and their role and responsibility for the success of the ETD repository management. HR practitioners, research scholars and CIPM graduands are the stakeholders of the ETD repository.

Objectives:

- To identify the potential benefits of ETDs in advancing the research culture, and
- To assess the current status of research culture among HRM professionals in CIPM
- To provide recommendations for integrating ETDs effectively into the professional development framework in the field of HRM

Literature Review

Benefits of ETDs in Advancing the Research Culture

ETDs play a dynamic role in scholarly society by strengthening the research culture and it supports the enhancement of accessibility, preservation of scholarly knowledge, and nurturing collaboration.

According to Fox et al., (2017) ETD facilitates students and researchers to share their work extensively and competently, increasing the visibility and impact of their research. ETDs support for the development of innovative ideas through open access (Lippincott, 2006) and guarantee the preservation of scholarly work electronically, avoiding the loss of treasured research and facilitating upcoming researchers to build on preceding studies (Copeland & Penman, 2004). In this context, ETDs support an energetic and interrelated research culture that initiatives academic growth by allowing easier access to research productivities, (Ramirez, 2011).

Current status of research culture among HRM professionals in CIPM

CIPM has already established a research arm nearly a decade ago and its main objectives are to conduct research symposium, publish bi-annual journal which release two issues in June and December, conduct research related workshops and to conduct national level research projects. Later on, the CIPM research symposium has been elevated to international level and it is conducted for the 8th consecutive year in 2024. For this symposium, nearly 106 full text research papers and accepted 81 after double blind peer review process. Stakeholders of the CIPM research symposium were CIPM graduands, state university faculty and graduands, private university faculty and graduands, HRM practitioners. These papers were presented under nine technical tracks and the best paper was selected under each track and certificates were awarded to the winning scholars. This symposium has become the flagship event of the research Centre. ETDs play a significant role in CIPM research culture by way of providing novel, innovative

research theses and encouraging the young scholars to conduct more needed research for the community. Regular awareness programs are conducted to promote the existing institutional repository and get the maximum benefit from it. Apart from that guidance is given for the young scholars on how to write a thesis in a standard manner avoiding plagiarism. After graduation, students can convert their theses to a research paper and submit to the CIPM international research symposium annually.

Importance of Building Research culture among HRM professionals

It is essential to promote evidence-based research practices, conduct international research symposiums, and promote interactive research workshops and encourage to participate research activities to build a research culture among Human Resource Management (HRM) professionals. A strong research culture allows HRM professionals to take their decisions based on empirical data, leading to more effective and strategic HR interventions. In this manner, HRM professionals would be able to do the continuous learning and be able to adapt to new challenges in their organizations, during the novel development in HR policies and practices (Rynes, Giluk, & Brown, 2007). Further, building strong research culture is very important among HRM professionals as it supports professional development and career growth, and they would be able to gain valuable skills in data analysis and critical thinking (Kulik, 2014). Eventually, by integrating research into HRM, organizations can accomplish better performance outcomes and promote a culture of constant development. Moreover, it is important for progressing the field and enhancing organizational practices. It combines shared values, attitudes, and practices that inspire continuous learning, innovation, and evidence-based decision-making. A supportive atmosphere, openings for partnership, and professional development are key mechanisms that further development of this culture. HRM professionals would be able to make sound decisions, drive innovation, and expand complete organizational performance by engaging in research. Yet, there

are many challenges faced by HRM scholars such as resource limitations, skill gaps, and resistance to change. Thus, CIPM delivers various research workshops, training programs and research symposiums to support the HRM community. In 2024, CIPM successfully conducted its 8th International Research Symposium by obtaining over 100 research papers and selected 81 after double blind review process for presentation. At this juncture, researchers are guided to convert their ETDs to research papers. In this symposium, it is delivered the presentations under nine tracks and selected best papers from each track to encourage the HRM scholarly community to conduct more research and find out solutions for the problems encountered by the nation in the field of HRM. Further, CIPM conducts national level research projects to support the government to make relevant policies. All these efforts have taken by the CIPM to strengthen the HRM scholarly community and more attention has drawn to develop its ETD repository and regular workshops are conducted to educate the novel scholars on the growing collection of ETDs and the importance of making references before starting new research.

Integration of ETD for Professional Development Framework in HRM

In CIPM, learning and development processes are enhanced through the integration of ETDs into professional development framework in HRM. At this juncture, ETDs play a dynamic role by facilitating cutting-edge knowledge and best practices in the field of HRM and beyond. ETDs are promoted through orientation programs, research workshops, webinars, and awareness programs. Researchers are encouraged to go through the existing ETD collection before they undertake any research study programs such as ACHRM (Advanced Certificate of HRM), DPHRM (Diploma), CIHRM (Chartered Intermediate in HRM), CQHRM (Chartered Qualification). In this context, CIPM promotes and makes awareness among scholarly community on ETDs and its importance for novel research. Plans are underway to take annual evaluations to measure the usage pattern of the ETD repository. There is an

annual growth of CIPM ETD collection, and it is a policy that higher grade ETDs such as distinctions and merit passes are added to the existing collection.

Bottlenecks for ETDs

There are mainly two standards of file formats that ETDs can preserve for present and future use such as “open standard” or on a closed, proprietary standard. Thus, ETDs future renderability depend on these standards and open standards provide open access while closed, proprietary standards do not facilitate free access and only the owner can render the objects preserved in that format. Therefore, closed standards ETDs need to purchase licensed file reader. This has been experienced ETD users in developing countries where the libraries have budgetary constraints to purchase the license. In the same vein, there can be issues when preserved file formats are not compatible with new versions of software. These are the bottlenecks that developing country ETD stakeholders faced by.

Preservation of ETDs

ETDs are not moved to newer media periodically as it impacts the sustainability. Emulation and migration are the two strategies that used for ETD preservation. Emulation involves re-forming today's computing environment in the future, successfully allowing users to experience older systems as they were initially projected. For example, implanting fonts in a PDF guarantees that the text will appear the same to future users. Additionally, running outdated file reader applications on future computers may need emulating old hardware through software, empowering these applications to concentrate the original archival files correctly. Migration, on the other hand, contains updating archival files to novel formats and verifying these changes with metadata. This approach guarantees that ETDs continue

accessible and readable on future computing systems. Examples include converting BMP files to TIFF or RTF files to PDF. The goal of migration is to maintain a type of the file that can be used by existing technology (Alemneh, et al, 2014). In CIPM, ETDs are preserved as PDF files and saved on cloud based server for present and future use.

Methodology

A mixed-methods approach was employed, starting with a comprehensive literature review to establish the foundation of research culture, the significance of ETDs, and their potential impact on HRM practitioners. This was followed by a survey distributed among a sample of HRM professionals within CIPM to gather insights into their awareness, usage, and perceptions of ETDs. Additionally, qualitative interviews were conducted with HRM leaders to delve deeper into the challenges and opportunities associated with integrating ETDs into professional development.

Results: The findings reveal a varied kind of utilization of ETDs among HRM professionals in CIPM. While there is a general awareness of ETDs, their full potential in enhancing research skills and knowledge dissemination is yet to be realized. Challenges such as limited access to ETD repositories and inadequate training opportunities were identified. However, respondents expressed enthusiasm for incorporating ETDs into their professional development, higher education activities recognizing the value they hold in expanding their research capabilities and staying updated with current HRM trends.

Conclusions: In conclusion, this study highlights the importance of advancing research culture among HRM professionals in CIPM through the effective utilization of ETDs. Recommendations include developing tailored training programs on ETD usage, improving access to ETD repositories, and nurturing collaboration between HRM professionals to share research findings. By embracing ETDs, HRM professionals can not only enhance their individual skills but also contribute to the overall knowledge

base within the field. This research serves as a call to action for CIPM and similar organizations to prioritize the integration of ETDs into their professional development strategies, ultimately empowering HRM professionals to excel in their roles and drive innovation in the field for the sustainable economy of the country.

References

Alemneh, Daniel, Donovan Bill, Martin Halbert, Yan Han, Geneva Henry, Patricia Hswe, Gail McMillan,

Xiaocan (Lucy) Wang (2014). Guidance Documents for Lifecycle Management of ETDs,

Educopia Institute, 1230 Peachtree Street, Suite 1900, Atlanta, GA 30309.

<http://creativecommons.org/licenses/by-nc-nd/4.0/>

Copeland, S., & Penman, A. (2004). The development and promotion of electronic theses and dissertations (ETDs) within the UK. *New Review of Information Networking*, 10(1), 19-32.

<https://doi.org/10.1080/13614570412331311978>

Fox, E. A., Gonçalves, M. A., McMillan, G., Eaton, J., Atkins, A., & Kipp, N. (2017). ETDs and digital libraries: A survey of the international landscape. *Journal of Digital Information*, 18(1).

Lippincott, J. K. (2006). Institutional strategies and policies for electronic theses and dissertations.

Educause Review, 41(6), 68-69.

Ramirez, M. L. (2011). Supporting digital scholarship: Developing a model for researching and publishing undergraduate electronic theses and dissertations. *Library Resources & Technical Services*, 55(2), 76-86.

Kulik, C. T. (2014). *Human resources for the non-HR manager*. Psychology Press.

Rynes, S. L., Giluk, T. L., & Brown, K. G. (2007). The very separate worlds of academic and practitioner periodicals in human resource management: Implications for evidence-based management.

Academy of Management Journal, 50(5), 987-1008.