

Samantha Rathnayake, Sanjala Fernando, & Manilka Premasinghe (2021). Sustained Performance through Application of Innovation, Strategic Human Resource Management, and Leadership: A Case Study of a Retail Company in Sri Lanka, HRM Perspectives. Chartered Institute of Personnel Management of Sri Lanka, June 6(1). <https://www.dropbox.com/s/nm3vfixc8ity64v/HRM%20Perspective%202021.pdf?dl=0>

ISSN: 2513-2733

Sustained Performance through Application of Innovation, Strategic Human Resource Management Practices, and Leadership: A Case Study on a Retail Company in Sri Lanka

Sanjala Fernando¹, Manilka Premasinghe² and Samantha Rathnayake³

¹ Head of Non-food, Jaykay Marketing Services Pvt Ltd

²Field Manager – Sunshine Healthcare Lanka Ltd.

³Faculty Member, Postgraduate Institute of Management, University of Sri Jayewardenepura, Sri Lanka

¹Sanjalafernando@yahoo.com, ²Manilkapr.90@gmail.com, ³samantha@pim.sjp.ac.lk

Abstract: The retail industry is a highly competitive and dynamic industry that evolves continuously. In this sense, it is essential to understand how JayKay Marketing Services Pvt Ltd (JMSL), also referred to as Keells supermarket, has sustained its performance over a long period. The sustained performance of Keells supermarket is evident from both a financial perspective and a non-financial perspective. The authors have referred to many research articles to articulate the theoretical underpinning of sustained performance. The sustained performance in this research findings defines in multiple ways, and it is connected with monetary aspects such as profitability, revenue, as well as other elements such as customer satisfaction, market share growth, and flexibility in organizational structure. In this study, however, sustained performance is looked at from a financial perspective along with a sustainable competitive edge of organizations which again has a direct correlation to the achievement of sustained performance. Most importantly, the study identifies three key driving factors: applying innovation, implementing strategic human resource management practices, and exhibiting transformational and transactional leadership styles, resulting in the outcome of sustained performance. A conceptual framework was established to keep the focus in the case study. To support and validate study findings, apart from different secondary sources, the authors have conducted 20 in-depth interviews, eight diverse focus group discussions based on a structured interview guide, and direct observations in various outlets of Keells supermarket. The study findings would be beneficial for future studies, and any other

organization in the retail industry can apply the practical implications to their business. At the same time, leadership styles can be varied with different personalities of the leaders having for their organizations.

Keywords: *Sustained Performance, Innovation, Strategic Human Resource Management, Transformational and Transactional Leadership*
