Prof. (Dr.) Henarath H.D.N.P.Opatha
BSc Bus Adm (Special) (USJ); MSc Bus Adm (HRM) (USJ); MBA (Birmingham); Dip PM&IR (CTC); Dip Eng (CPM); PhD (HRM) (UUM); Doc HRM (IIU); HMIPM (SL); CDBA (OXIM-UK)

Senior Professor
[Formerly Professor of Human Resource Management (on Merit)]
University of Sri Jayewardenepura

Department of Human Resource Management
Faculty of Management Studies and Commerce
University of Sri Jayewardenepura
Nugegoda
Colombo
Sri Lanka
2012
Dedicated to

University of Sri Jayewardenepura
for her constant noble service to higher education and human development by being one of the leading universities in Sri Lanka

(Specially written to commemorate Golden Jubilee of the University)
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Preface

I believe that Human Resource Management will play a key role in determining the success and progress of success of our employees, organizations and Sri Lankan society as a whole during this millennium.

The Author

This book is on Human Resource Management (HRM), which is one of the most important functional fields of management of organizations today. HRM is a subject that is compulsory for managers irrespective of their fields of specialisation and interest. Also indeed, it is an important field of specialisation for those who wish to establish careers in human resources and personnel management. It is an exciting academic discipline and a practice as well.

Sri Lanka is a developing country where industrialisation is pacing ahead considerably. It is my firm belief that many of the problems being faced by Sri Lankan organizations have been caused by mal-human resource management. It is almost impossible to find problems in managing organisations which do not involve in human resource issues. This book is about how to effectively and efficiently utilize human resources in order to achieve goals of an organisation.

There are seven reasons for writing this book.

1. Management Education in Sri Lanka has been commenced nearly 50 years ago. Despite the long history of Management Education in Sri Lanka, Sri Lankan literature on fundamentals and functions of HRM in English is nil or negligible, and specially there is no single book on HRM in English Medium written by a Sri Lankan or by anyone relating to Sri Lankan context which can be used by the Sri Lankan student, Sri Lankan university teacher and the Sri Lankan manager. My basic objective of writing this book is to fill this gap to a significant extent.

2. Our students and even teachers find it difficult to understand fully the books written by foreign authors.

3. Many traditional topics in HRM such as job analysis, recruitment, hiring, welfare management, employee movements, health and safety management, employee discipline management, grievance handling and labour-management relations need to be Sri Lankan oriented by taking into account Sri Lankan Labour Laws and other specific cultural conditions. Hence there is an essential need to have learning and teaching materials, which match with Sri Lankan context. Consequently this book will improve quality and relevance of HRM education in Sri Lanka.

4. Many students in Sri Lanka are unable to find even foreign books to buy or read.
5. Current books being used by students and teachers of Management Studies are foreign books. Consequently a considerable amount of foreign exchange goes out of Sri Lanka in every year. To have a Sri Lankan text will have a positive impact on saving foreign exchange to a significant extent and of course I believe in that my book will give an encouragement to Sri Lankan academics to write books in English which is the language of Management Education (except a few programmes) in Sri Lanka. Postgraduate Education of Management in Sri Lanka is conducted in English.

6. This book will definitely increase the images of the Department of HRM, Faculty of Management Studies and Commerce, and the University of Sri Jayewardenepura.

7. The commemoration of 50th Anniversary of the University of Sri Jayewardenepura falls on February 2009. This book can be treated as a special contribution by the USJ to the society. In fact I have dedicated this book to the University.

The purpose of this book is to provide a systematic and rational understanding of HRM, both conceptual understanding and job-oriented practical understanding to the reader. It delivers a systematic and scientific approach to the analysis and handling of issues in HRM with special reference to Sri Lankan context. This book is not a mere collection of thoughts of various foreign authorities but a book based on a distinct model developed by my perspective of HRM. It has been written by using Process Perspective and System Perspective containing many original theoretical formulations.

I tried to write the book in a way that appeals to the person who has no or little competency of management of human resources. Also an attempt was made to present complex subject matters by simplifying English language with the intention of enhancing readability and ability of understanding of the reader. I believe in that the book has a balanced coverage of both traditional concerns and emerging concerns, and is highly readable and teachable. **Key features** of the book include the following:

1. Chapter objectives
2. Real-life examples
3. Actual experiences of the author as a Practitioner of HRM
4. Chapter summary
5. Review and discussion questions
6. Cases
7. Critical incidents
8. Skill builders
9. Chapter references
10. Glossary
Long – term success of this endeavour made by myself as the pioneer in Sri Lankan literature of HRM depends on the degree of increasing productivity of organizations and human development through the application of the competency acquired from this book. *May this book contribute to increase organizational productivity and success and then enhancement of standard of living of people!* This is my heart- felt wish.

This book will be a highly teachable text for teachers of HRM, specially in Sri Lanka. The book can appropriately be utilized for certificate, diploma, degree, postgraduate diploma and master’s degree in HRM. Of course all of the contents of this book are not appropriate for certificate and diploma programmes in HRM. Based on the book it may be possible to design five specialised degree courses such as employment planning, staffing, human resource development, rewards management and employee and labour relations for degree level. For the master’s degree, two courses i.e., HRM: Theory and Practice I (from Chapter 1 to Chapter 10) and HRM: Theory and Practice II (from Chapter 11 to Chapter 21), may be designed basing on the book. Another approach to teaching at degree level based on this book is to offer two courses on HRM. First course is labelled as *Human Resource Management* while second course is labelled as *Advanced Human Resource Management*. First course may be designed so as to include Chapters from 1 to 20 (excluding Chapter 12, Chapter 15 and Chapter 21). Final sections and skill aspects of the Chapters are not covered under the first course as they are to be included under the second course. In addition second course contains the Chapters excluded from the first course.

Any suggestions for the improvement of the book are welcome.

Prof. (Dr). Henarath Hettiarachchige Desapriya Nandana Pushpakumara Opatha

129/5 Thiththawelgolla
Kirigampamunuwa Dambulla.
Polgasowita.
opatha@sjp.ac.lk
hopatha@yahoo.com
Acknowledgements

• My sincere deep gratitude and appreciation are expressed to all the authors whose written work and ideas were useful in writing this book. If I had not utilized their contributions, this book could have not been a reality.

• It is with great respect that I would like to place on record my deep gratitude to My Father (Late Captain Ashoka Opatha) and My Mother (Mrs. D.M. Herath). My mother who converted her red blood into milk to feed me and did enormous works which are priceless is immensely acknowledged in this way in this book.

• I am very grateful to my teachers, specially Prof. R.A.A. Perera, Associate Professor of Business Administration, USJ who taught me A,B,C,D….in HRM.

• Indeed I am grateful for the support and dedicated assistance of Mr. A. Anton Arulrajah, Lecturer of Eastern University of Sri Lanka, who is one of my postgraduate students. He took the pain of proofreading of all the chapters of this book and his comments were very useful.

• A special thank goes to Dr. N.L. Karunarathna, Vice Chancellor, University of Sri Jayewardenepura for his statement about me and all other supports extended to me. Indeed he has been a source of encouragement.

• I sincerely express my thank and appreciation to Dr. Sampath Amaratunge, Dean of the Faculty of Management Studies and Commerce of USJ for his all the supports and encouragement.

• Encouragements and supports given by Mr. K.H. Hemantha Kumara, Senior Lecturer in HRM; Mrs. A. R. Siriwardana, Deputy Registrar (Academic & Student Services); and Dr. P. Janak Kumarasinghe, Senior Lecturer in Business Economics are really appreciated.

• I wish to record my sincere thank to Mr. P.D.K. Amitha Kumara, Lecturer, Department of Information Technology for his IT support.

• I really appreciate the support and encouragement given by Dr. B.J.H. Arachchige, Senior Lecturer (Grade I); Dr. Aruna S Gamage, Senior Lecturer (Grade I); and Mr. S.L. Wimalasena, Lecturer of the Department of Human Resource Management, University of Sri Jayewardenepura.

• And, certainly my deep appreciation is expressed to my wife (Mrs. W.R. Nilanthi) for her love, understanding, support and patience throughout the book. She is indeed interested in services which I do for human development and institutional development. She is truly “a lady of love, understanding and patience.” My appreciation is due to my daughter (Pooja Jayani Opatha) and my son (Prabath Janath Opatha) for their love and patience. Also a word of thank should go to my mother-in-law (Mrs. V. Karunarathna) for her support.
In an e-mail received on 18/02/2009 (at 5:18 PM) by the author from a Human Resource Manager namely Purna Chandrasoma who is unknown to him (even he does not know whether this manager is a male or a female) the following had been written:

“As a HR practitioner first let me convey my heartfelt congratulations to you for bringing out a very detailed & a comprehensive book on HR Mgmt to the Sri Lankan audiences. We can be justifiably proud as a nation for this unprecedented feat and thank you for undertaking this mammoth & Herculean task, single handedly. ...”