

**THE ROLE OF HUMAN RESOURCE MANAGEMENT FROM  
THE PERSPECTIVES OF EMPLOYEES AMONG FINANCE  
COMPANIES IN BATTICALOA DISTRICT**

**SIVALINGAM PAKIRATHAN**



FCM1894



Project Report  
Library - EUSL

**DEPARTMENT OF MANAGEMENT  
FACULTY OF COMMERCE AND MANAGEMENT  
EASTERN UNIVERSITY, SRI LANKA**

2017

# TABLE OF CONTENTS

Acknowledgement	i
Abstract	ii
Table of Contents	iii
List of Tables	vii
List of Figures	viii

## **Chapter- 1 Introduction** **1-6**

1.1	Background of the Study	1
1.2	Problem Justification	2
1.3	Problem Statement	3
1.4	Research Questions	3
1.5	Research Objectives	4
1.6	Significance of the Study	4
1.7	Scope of the Study	4
1.8	The Organization of the Chapter	5
1.9	Chapter Summary	6

## **Chapter- 2 Literature Review** **7-13**

2.1	Introduction	7
2.2	Role of the Human Resources Function	7
2.3	Role of Human Resources Department	7
2.4	Specific Roles of the Human Resources Department	8
2.4.1	Advisory Role	8
2.4.2	Audit and Monitoring Role	9
2.4.3	Innovator Role	9
2.4.4	Adapter Role	10
2.4.5	Mediator Role	10
2.5	Policy Initiation and Formulation	10
2.6	New Generation Roles of Human Resource Management	11

2.6.2	External Focus	11
2.6.3	Future Workforce	12
2.6.4	Confrontation	12
2.6.5	Competitive Weapon	12
2.6.6	Scoring Performance	12
2.7	Chapter Summary	13

### **Chapter- 3 Conceptualization and Operationalization** 14-18

3.1	Introduction	14
3.2	Conceptual Framework	14
3.2.1	Dave Ulrich and Wayna Brackbank (2005) Model	15
3.3.1	Strategic Partner Role	15
3.3.2	Administrative Expert Role	15
3.3.3	Employees Advocate Role	16
3.3.4	Change Agent Role	16
3.4	Operationalization	17
3.5	Chapter Summary	18

### **Chapter- 4 Research Methodology** 19-22

4.1	Introduction	19
4.2	Research Approach	19
4.2.1	Time Horizon	19
4.2.2	Unit of Analysis	19
4.3	Reliability	19
4.4	Survey Instruments Development	20
4.5	Data Collection Method	20
4.6	Questionnaire	20
4.7	Population and Sample Selection	21
4.8	Method of Data Analysis	21
4.9.1	Method of Data Evaluation	21
4.10	Chapter Summary	22

## **Chapter- 5 Data Presentation and Analysis**

**23-31**

5.1	Introduction	23
5.2	Analysis of Reliability	23
5.3	Personal Information	24
5.3.1	Names of Finance companies	24
5.3.2	Gender Distribution	24
5.3.3	Designation of Employees	25
5.3.4	Age Distribution	25
5.3.5	Educational Qualifications of Employees	26
5.3.6	Experience of Employees	26
5.4	Research Information	26
5.5	Chapter Summary	31

## **Chapter- 6 Finding and Discussion**

**32-37**

6.1	Introduction	32
6.2	Discussion for-Role of Human Resource Management From the Perspective of Employees: Objective One	32
6.2.1	Strategic Partner Role	32
6.2.1.1	Level of Strategic Partner Role	33
6.2.1.2	Discussion From Previous Study Related with Strategic Partner Role	33
6.2.2	Administrative Expert Role	33
6.2.2.1	Level of Administrative Expert Role	34
6.2.2.2	Discussion From Previous Study Related with Administrative Expert Role	34
6.2.3	Employee Advocate Role	35
6.2.3.1	Level of Employee Advocate Role	35
6.2.3.2	Discussion From Previous Study Related with Employee Advocate Role	35

6.2.4	Change Agent Role	36
6.2.4.1	Level of Strategic Change Agent Role	36
6.2.4.2	Discussion From Previous Study Related with Change Agent Role	37
6.3	Chapter Summary	37
	<b>Chapter- 7 Conclusions and Recommendations</b>	<b>38-41</b>
7.1	Introduction	38
7.2	Conclusions for Objective One	38
7.2.1	Conclusion for Human Resource Management Role From the Perspective of Employees	38
7.3	Recommendations for Human Resource management Role From the Perspective of Employees	39
7.4	Limitations of the Study	40
7.5	Limitations of this Research	41
	<b>References</b>	<b>42-44</b>
	<b>Appendix-I Questionnaire</b>	<b>45-47</b>