

7 Potential Limitations & future work

Due to limited number of proper HRA practicing organizations in Sri-lanka, information regarding benefits, challenges & experience of Sri-Lankan enterprises in practicing HRA was minimal. Further, researcher did not come-across any Software company that practices Human Resource Accounting to a significant level thus the study of practical experiences in Sri-Lankan Software industry was almost zero, which if available would have given better perspective to the study & results.

Lack of understanding of Human Resource accounting among many industry professionals may have affected quality of the response in answering questionnaire. Further, it could be one reason that it was very challenging in getting industry professionals to respond to the questionnaire.

A bigger sample covering many industry sectors & more numbers in Software industry would have improved the quality of the survey. Similarly, wider coverage of functional divisions such as Marketing, Sales & Production would have had given more depth to the research.

7.1 Future work

Researcher feels that there could be many useful researches in this particular area of Human Resource Accounting. Many previous & ongoing researches are focused on 'How to put Human Resources in the balance sheet', but researches on 'What to put' or what measures should be embedded into those valuation models based on desired behaviors by Commercial Business Sectors are of rare nature .

Different versions of this research model could be adopted in researching implementation of Human Resource Accounting in Sri-Lankan industry sectors such as Banking, Apparel or Telecom.

Despite many challenges, researcher believes that Sri-Lankan Software industry could still benefit from the research, at-least as trigger to start thinking in this direction.

Appendix A: References

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Appendix B: Questionnaire

S u r v e y

Practicing Human Resource Accounting (HRA) in Sri Lanka

The success or failure of any enterprise is largely based on effective utilization of its resource base, and all business managers attempt to optimize the acquisition, allocation, and development of the asset potential of the firm. Whilst there is much focus on accounting and managing of physical and financial assets, most managers and accountants tend to ignore or half-heartedly pursue similar accountability for what are often key elements for success of a modern day enterprise, which is the organization's employees, "the human asset".

Accounting & effective utilization of "human asset" befalls more important & relevant in "Software Development" industry than most other current industries due to its significantly high employment of human assets. Currently, there aren't many software development houses, including significantly large scale organizations who employ scientific methods for human asset accounting. Even though the importance of human asset accounting has been felt by many such organizations, adaptation & implementation of any models are of rare nature.

This survey is intended to gather information relating to need of HRA, reasons for practicing, existing practices, barriers to implement and Implementation of HRA in a Sri Lankan context.

Finally the information gathered would be used in recommending a Human Resource Accounting framework for the Sri Lankan Software Industry.

The Information derived from the questionnaire will be kept confidential and will be used only to support the research carried out 'on the implementation of HRA' in the Sri Lankan Software Industry.

Thank you for your time.

Section A: Background Information

Date:	
First Name / Last Name:	
Organization	
Industry Sector	
Size of the Organization(No of Employees)	
Primary Business of the organization	
Current Job function	
Number of years employed in the current position	
Educational qualifications	



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Section B: In your opinion how important is Human Resource Accounting for your Organization?

Please rate the level of importance on a scale of 1 to 4.

1= not important 4= very important

- | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <input type="checkbox"/> 1. | <input type="checkbox"/> 2. | <input type="checkbox"/> 3. | <input type="checkbox"/> 4. |
| Not important | Moderately important | Important | Very Important |

Section C:

What are the reasons for measuring 'Human Resources' in your organization? Please check the box that best describes your opinion:

Please rate the level of Agreement to each of the following Reasons on a scale of 1 to 5. 1= strongly disagree 5= strongly agree

**What are reasons for measuring 'Human Resources' in your organization?
Please check the box that best describes your opinion:**

	1. Strongly Disagree	2. Disagr ee	3. Neutra l	4. Agree	5. Strong ly Agree
1. The knowledge and skill that our people possess, is our most competitive advantage in the long run	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. There must be accountability for 'Human Resources' just like marketing .sales or any other function	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Measurement of Human Resources, will facilitate long term strategic initiatives undertaken by my organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Measuring HR motivates and encourages human resource function to adopt a strategic perspective in hiring, developing & retaining employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. If contribution of HRA is identified and measured, the impact made by human resources on financial results can be measured	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Measurement of Human Resources, facilitates people being viewed as assets and investments rather than expenses and costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1. Strongly Disagree	2. Disagr ee	3. Neutra l	4. Agree	5. Strong ly Agree
7. Measurement of 'Human Resources' encourages the alignment of human resource plans with the company's big picture business plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. To be able to manage knowledge we need to be able to quantifiably measure it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Measuring human resources helps in decision making by making costs of different actions more visible and tangible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Measurement increases the readiness of the management to take action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Understanding the value of people focuses on HR needs, which is critical in setting and achieving long range strategic goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Business success is heavily defined in financial- terms. To earn more credibility and receive resources, HR needs to speak in financial terms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Measurement of skills and knowledge of an organization's employees is a key indicator of future profitability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Measurement of HR, gives stakeholders a more rounded & accurate reading of value, profitability & potential of the organization's future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Human resource management (HRM) should be mandated to have the development of Human	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1. Strongly Disagree	2. Disagr ee	3. Neutra l	4. Agree	5. Strong ly Agree
Resource Accounting(HRA) procedures an practices as a priority initiative					
16. By measuring and demonstrating the value of 'human resources', HRM function can take on a strategic role in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section D:

In your opinion signify the importance measuring 'human resources' at the functional levels/ functions in the organization.

Please check the box that best describes your opinion for each functional level.

Functional categories/ Organizational levels	<input type="checkbox"/> 1. Not importa nt	<input type="checkbox"/> 2. Moderately important	<input type="checkbox"/> 3. Importa nt	<input type="checkbox"/> 4. Very Important
Board of Directors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chief Executive Officer/Chief Operating Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Management/Line Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resource Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Management (Accountants)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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Section E:

Please check if any of the measures listed below are used by your organization for measuring 'Human Resources. If Yes How often the measures are used.

HRA Measures	YES <input checked="" type="checkbox"/>	N O <input checked="" type="checkbox"/>	Daily	Weekly	Monthly	Quarterly	Bi- annually	Annually
1. Training and Development cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Competencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Leadership Skills displayed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Staff Turn over rate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Job satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Customer satisfaction surveys (internal and external clients)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Cost of employees to the company(Salaries, other benefits and other overheads)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Commitment to the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Return on training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Seniority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Economic Value Added	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Revenue per employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Return on investment in human capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. HR Investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Time taken to fill vacancies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Education level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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HRA Measures	YES	N	Daily	Weekly	Monthly	Quarterly	Bi- annually	Annually
	✓	O ✓						
19. Health care cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Intellectual capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Training benefit lost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Cost per hire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Absenteeism rate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Value addition per Employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate in the space below, if any other measures are currently used in your organization



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Section F:

Barriers preventing the valuation/implementation of Human Resource Accounting (HRA) in your organization

Listed below are some of the commonly cited barriers in measuring 'Human Resources' in organizations? Please check the box that best describes your opinion for each barrier indicated:

Please rate the level of Agreement to each of the following Barriers on a scale of 1 to 5. 1= strongly disagree 5= strongly agree

	1. Strongly Disagree	2. Disagr ee	3. Neutra l	4. Agree	5. Strong ly Agree
i. Insufficient time to develop appropriate human resource measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ii. Unclear and uncertain as to who should be involved in the development of human resource measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
iii. The organization does not have the understanding and the know-how to measure human resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
iv. Currently available human resource measures are too cumbersome and difficult	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
v. The human resource department does not have necessary expertise to carry out HRA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
vi. Current human resource measures lack reliability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
vii. Current human resource measures available are not very precise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
viii. Concerns as to quantifying people like 'objects'	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



	1. Strongly Disagree	2. Disagr ee	3. Neutra l	4. Agree	5. Strong ly Agree
ix. Currently available company policies do not support the use of human resource measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
x. Current Human Resource Measures are non standard & not widely accepted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
xi. Uncertainty with regard to appropriateness of HRA measurement (The traditional usage of solid financial measures or can HRA be included)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
xii. Lack of clarity and certainty as to what information needs to be taken into consideration to measure human resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
xiii. Non- availability of finances to implement Human Resource accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Section G:

In your opinion, are the measures listed below, deemed important in your organization. Please rate the level of importance on a scale of 1 to 5.

1= not important 5= very important

Measures	Very important	Important	Moderately important	Not important	State desired reporting frequency (E.g. Annually, Quarterly etc..)
1. Training and Development cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Competencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. Leadership Skills displayed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Staff Turn over rate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Measures	Very important	Important	Moderately important	Not important	State desired reporting frequency (E.g. Annually, Quarterly etc..)
5. Job satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. Learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7. Customer satisfaction surveys (internal and external clients)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8. Cost of employees to the company(Salaries, other benefits and other overheads)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9. Commitment to the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10. Return on training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11. Seniority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
12. Economic Value Added	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13. Revenue per employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
14. Return on investment in human capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
15. HR Investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
16. Experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
17. Time taken to fill vacancies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
18. Education level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
19. Health care cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
20. Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
21. Intellectual capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
22. Training benefit lost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
23. Cost per hire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
24. Absenteeism rate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
25. Value addition per Employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Section G- II: In your opinion who should DRIVE the IMPLEMENTATION of HRA , in your Organization?

Please check mark the box that best reflects your opinion.

- | | | |
|--------------------------|--------------------------|-----------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| HRM
Function | Accounting
Function | Cross
Functional
Team |

Please write down any other comments or suggestions.

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Thank you for your valuable time and input !

Appendix C: HR Values published by Commercial Bank of Ceylon Limited

Commercial Bank continues to maintain the leading position in terms of people productivity. This is confirmed by the following indicators:

	2005	2004	2003	2002	2001
Staff per branch	22	22	22	22	23
Income per employee (Rs. '000)	5,082	4,293	3,799	3,486	3,631
Profit before tax per employee (Rs.'000)	1,150	875	739	636	587
Assets per employee (Rs. '000)	56,843	48,367	41,646	30,576	26,160

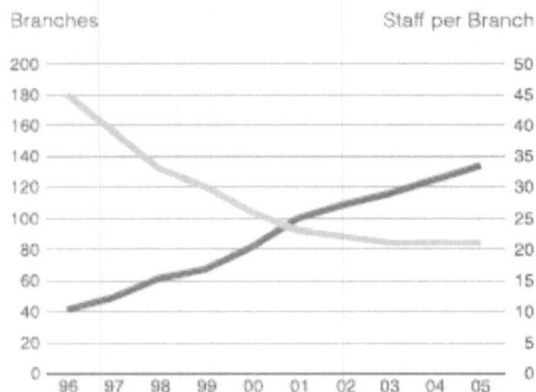
Year	No. of Employees	Total Value of Human Resource Rs. '000	Value of Human Resource per Employee Rs. '000
2005	3,168	33,830,883	10,679
2004	2,863	27,014,491	9,436
2003	2,648	23,867,760	9,014
2002	2,399	18,098,299	7,544
2001	2,259	16,383,868	7,253



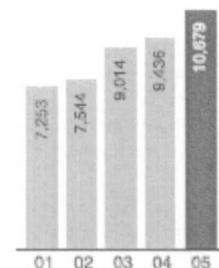
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No. of Branches & No. of Staff per Branch

— No. of Branches
— No. of Staff per Branch



Value of Human Resource per Employee (Rs. '000)



Staff Strength

As at December 31.	2005	2004	2003	2002	2001
Corporate Management (CM)	15	15	14	14	14
Executive Officers* (EO)	1,093	1,001	918	787	715
Executive Assistants and Allied (EA)	66	53	62	23	30
Junior Executive Assistants and Allied (JEA)	1,008	942	798	813	905
Banking Trainees (BT)	819	677	672	574	402
Office Assistants and Others (OA)	167	175	184	188	193
Total	3,168	2,863	2,648	2,399	2,259

Age Analysis of the Staff as at December 31.

Age Group (Years)	Corporate Mgt.	*Executive Officers	Executive Assistants & Allied	Jr. Exe. Assistants & Allied	Banking Trainees	Office Asst. & Others	2005 Total	2004 Total
Above 60	-	2	-	-	-	-	2	4
51 - 60	11	93	2	14	-	24	144	110
41 - 50	4	275	28	116	-	84	507	482
31 - 40	-	569	19	338	1	53	980	982
21 - 30	-	154	17	540	736	6	1,453	1,234
20 & below	-	-	-	-	82	-	82	51
Total	15	1,093	66	1,008	819	167	3,168	2,863

Average age of the employees as at December 31, 2005 was 32.3 years (2004 - 33.3 years)

Service Analysis of the Staff as at December 31.

Service Group (Years)	Corporate Mgt.	*Executive Officers	Executive Assistants & Allied	Jr. Exe. Assistants & Allied	Banking Trainees	Office Asst. & Others	2005 Total	2004 Total
Above 20	11	295	13	80	-	83	482	434
16 - 20	-	165	14	66	-	26	271	263
11 - 15	1	361	9	223	-	51	645	596
6 - 10	1	183	7	175	-	7	373	461
5 & below	2	89	23	464	819	-	1,397	1,109
Total	15	1,093	66	1,008	819	167	3,168	2,863

Average service of the employees as at December 31, 2005 was 10.0 years (2004 - 10.1 years)

The service of the employees absorbed from Eastern Bank Ltd. and Mercantile Bank Ltd. is also included

* Inclusive of Management Trainees, Confidential Secretaries and Employees on Contract.

Appendix D: Members of Sri-Lankan Software Exporters Association (SEA)

Affno	Interblocks
Allied Software Technology Labs	John Keells Computer Services
Asiasoft	Just In Time Holdings
Azio Lanka	Kingslake Engineering Systems
Barcode Automation Lanka	Lanka On-Line
Crossvue	MediaSolutions (Pvt) Ltd.
Debug Computer Software	Metatechno Lanka Company (Pvt) Ltd.
DMS Software Technologies	Microimage (Private) Ltd.
DPMC Electronics	Millennium Information Technologies Ltd.
E Commerce Technologies	OpenArc Management Systems
Euro Center DDC	Prudential Technologies
ExcelSoft	Qsoft
eSenze Solutions	Sabre Technologies
E-W Information Systems	Softtech P L .
em Prise IT	Softlogic
eWave Corporation	South Asia Software Solutions
Genesis Software	TCC Solutions
Global Software Labs.	Teamwork Technology
Handheld Technologies	The Golden Key Co
Hsenid Software	uBizPort
Informatics	Virtusa
ITABS Lanka	WaveNET
IDM Software International	Zeelabs
IFS.	

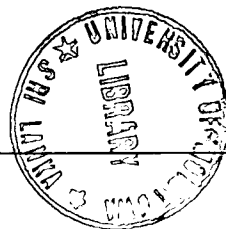
Appendix E: Analysis of “Important reasons why HRA should be practiced”

i. Reasons why HRA should be practiced – Ordered by Overall response

Q No	Reason	Ag or S Ag	S Ag
2	There must be accountability for 'Human Resources' just like marketing .sales or any other function	80.6%	3.23%
1	The knowledge and skill that our people possess, is our most competitive advantage in the long run	77.4%	32.26%
3	Measurement of Human Resources, will facilitate long term strategic initiatives undertaken by my organization	71.0%	22.58%
10	Measurement increases the readiness of the management to take action	58.1%	19.35%
15	Human resource management should be mandated to have the development of Human Resource Accounting procedures an practices as a priority initiative	54.8%	16.13%
11	Understanding the value of people focuses on HR needs, which is critical in setting and achieving long range strategic goals	48.4%	16.13%
5	If contribution of HRA is identified and measured, the impact made by human resources on financial results can be measured	48.4%	6.45%
12	Business success is heavily defined in financial- terms. To earn more credibility and receive resources, HR needs to speak in financial terms	48.4%	6.45%
4	Measuring HR motivates and encourages human resource function to adopt a strategic perspective in hiring, developing & retaining employees	48.4%	3.23%
9	Measuring human resources helps in decision making by making costs of different actions more visible and tangible	45.2%	12.90%
8	To be able to manage knowledge we need to be able to quantifiably measure it	45.2%	6.45%
6	Measurement of Human Resources, facilitates people being viewed as assets and investments rather than expenses and costs	45.2%	0.00%
7	Measurement of 'Human Resources' encourages the alignment of human resource plans with the company's big picture business plans	35.5%	6.45%
13	Measurement of skills and knowledge of an organization's employees is a key indicator of future profitability	22.6%	0.00%
14	Measurement of HR, gives stakeholders a more rounded & accurate reading of value, profitability & potential of the organization's future	19.4%	0.00%
16	By measuring and demonstrating the value of 'human resources', HRM function can take on a strategic role in the organization	19.4%	0.00%

ii. Reasons why HRA should be practiced – Ordered by Software Industry response

Q No	Reason	Ag or S Ag	S Ag
1	The knowledge and skill that our people possess, is our most competitive advantage in the long run	93.8%	43.75%
3	Measurement of Human Resources, will facilitate long term strategic initiatives undertaken by my organization	81.3%	43.75%
2	There must be accountability for 'Human Resources' just like marketing .sales or any other function	81.3%	6.25%
11	Understanding the value of people focuses on HR needs, which is critical in setting and achieving long range strategic goals	75.0%	18.75%
10	Measurement increases the readiness of the management to take action	62.5%	18.75%
5	If contribution of HRA is identified and measured, the impact made by human resources on financial results can be measured	62.5%	12.50%
8	To be able to manage knowledge we need to be able to quantifiably measure it	62.5%	12.50%
4	Measuring HR motivates and encourages human resource function to adopt a strategic perspective in hiring, developing & retaining employees	62.5%	6.25%
6	Measurement of Human Resources, facilitates people being viewed as assets and investments rather than expenses and costs	62.5%	0.00%
7	Measurement of 'Human Resources' encourages the alignment of human resource plans with the company's big picture business plans	43.8%	12.50%
9	Measuring human resources helps in decision making by making costs of different actions more visible and tangible	43.8%	6.25%
15	Human resource management should be mandated to have the development of Human Resource Accounting procedures an practices as a priority initiative	37.5%	6.25%
12	Business success is heavily defined in financial- terms. To earn more credibility and receive resources, HR needs to speak in financial terms	31.3%	0.00%
13	Measurement of skills and knowledge of an organization's employees is a key indicator of future profitability	31.3%	0.00%
14	Measurement of HR, gives stakeholders a more rounded & accurate reading of value, profitability & potential of the organization's future	25.0%	0.00%
16	By measuring and demonstrating the value of 'human resources', HRM function can take on a strategic role in the organization	25.0%	0.00%



iii. Reasons why HRA should be practiced – Ordered by Manufacturing/ Retail response

Q No	Reason	Ag or S Ag	S Ag
2	There must be accountability for 'Human Resources' just like marketing ,sales or any other function	80.0%	0.00%
15	Human resource management should be mandated to have the development of Human Resource Accounting procedures an practices as a priority initiative	73.3%	26.67%
12	Business success is heavily defined in financial- terms. To earn more credibility and receive resources, HR needs to speak in financial terms	66.7%	13.33%
1	The knowledge and skill that our people possess, is our most competitive advantage in the long run	60.0%	20.00%
3	Measurement of Human Resources, will facilitate long term strategic initiatives undertaken by my organization	60.0%	0.00%
10	Measurement increases the readiness of the management to take action	53.3%	20.00%
9	Measuring human resources helps in decision making by making costs of different actions more visible and tangible	46.7%	20.00%
4	Measuring HR motivates and encourages human resource function to adopt a strategic perspective in hiring, developing & retaining employees	33.3%	0.00%
5	If contribution of HRA is identified and measured, the impact made by human resources on financial results can be measured	33.3%	0.00%
6	Measurement of Human Resources, facilitates people being viewed as assets and investments rather than expenses and costs	26.7%	0.00%
7	Measurement of 'Human Resources' encourages the alignment of human resource plans with the company's big picture business plans	26.7%	0.00%
8	To be able to manage knowledge we need to be able to quantifiably measure it	26.7%	0.00%
11	Understanding the value of people focuses on HR needs, which is critical in setting and achieving long range strategic goals	20.0%	13.33%
13	Measurement of skills and knowledge of an organization's employees is a key indicator of future profitability	13.3%	0.00%
14	Measurement of HR, gives stakeholders a more rounded & accurate reading of value, profitability & potential of the organization's future	13.3%	0.00%
16	By measuring and demonstrating the value of 'human resources', HRM function can take on a strategic role in the organization	13.3%	0.00%

iv. Significant differences between Software & Manufacturing/ Retail industries - Reasons why HRA should be practiced

Q No	Reason	Prob of Diff
11	Understanding the value of people focuses on HR needs, which is critical in setting and achieving long range strategic goals	98.2%
1	The knowledge and skill that our people possess, is our most competitive advantage in the long run	97.2%
6	Measurement of Human Resources, facilitates people being viewed as assets and investments rather than expenses and costs	96.6%
3	Measurement of Human Resources, will facilitate long term strategic initiatives undertaken by my organization	96.5%
13	Measurement of skills and knowledge of an organization's employees is a key indicator of future profitability	94.3%
5	If contribution of HRA is identified and measured, the impact made by human resources on financial results can be measured	94.0%
15	Human resource management should be mandated to have the development of Human Resource Accounting procedures and practices as a priority initiative	93.5%
12	Business success is heavily defined in financial- terms. To earn more credibility and receive resources, HR needs to speak in financial terms	92.4%
8	To be able to manage knowledge we need to be able to quantifiably measure it	91.9%
4	Measuring HR motivates and encourages human resource function to adopt a strategic perspective in hiring, developing & retaining employees	91.8%
14	Measurement of HR, gives stakeholders a more rounded & accurate reading of value, profitability & potential of the organization's future	90.9%
7	Measurement of 'Human Resources' encourages the alignment of human resource plans with the company's big picture business plans	82.6%
16	By measuring and demonstrating the value of 'human resources', HRM function can take on a strategic role in the organization	82.6%
9	Measuring human resources helps in decision making by making costs of different actions more visible and tangible	74.7%
2	There must be accountability for 'Human Resources' just like marketing, sales or any other function	34.8%
10	Measurement increases the readiness of the management to take action	31.4%

v. Reasons why HRA should be practiced – Ordered by HRM function response

Q No	Reason	Ag or S Ag	S Ag
1	The knowledge and skill that our people possess, is our most competitive advantage in the long run	87.5%	37.50%
2	There must be accountability for 'Human Resources' just like marketing .sales or any other function	87.5%	6.25%
10	Measurement increases the readiness of the management to take action	75.0%	31.25%
3	Measurement of Human Resources, will facilitate long term strategic initiatives undertaken by my organization	75.0%	25.00%
9	Measuring human resources helps in decision making by making costs of different actions more visible and tangible	68.8%	12.50%
12	Business success is heavily defined in financial- terms. To earn more credibility and receive resources, HR needs to speak in financial terms	68.8%	6.25%
5	If contribution of HRA is identified and measured, the impact made by human resources on financial results can be measured	56.3%	6.25%
11	Understanding the value of people focuses on HR needs, which is critical in setting and achieving long range strategic goals	50.0%	6.25%
4	Measuring HR motivates and encourages human resource function to adopt a strategic perspective in hiring, developing & retaining employees	50.0%	0.00%
6	Measurement of Human Resources, facilitates people being viewed as assets and investments rather than expenses and costs	50.0%	0.00%
15	Human resource management should be mandated to have the development of Human Resource Accounting procedures an practices as a priority initiative	43.8%	12.50%
7	Measurement of 'Human Resources' encourages the alignment of human resource plans with the company's big picture business plans	43.8%	6.25%
8	To be able to manage knowledge we need to be able to quantifiably measure it	31.3%	12.50%
13	Measurement of skills and knowledge of an organization's employees is a key indicator of future profitability	25.0%	0.00%
16	By measuring and demonstrating the value of 'human resources', HRM function can take on a strategic role in the organization	18.8%	0.00%
14	Measurement of HR, gives stakeholders a more rounded & accurate reading of value, profitability & potential of the organization's future	12.5%	0.00%

vi. Reasons why HRA should be practiced – Ordered by Accounting function response

Q No	Reason	Ag or S Ag	S Ag
2	There must be accountability for 'Human Resources' just like marketing ,sales or any other function	73.3%	0.00%
1	The knowledge and skill that our people possess, is our most competitive advantage in the long run	66.7%	26.67%
3	Measurement of Human Resources, will facilitate long term strategic initiatives undertaken by my organization	66.7%	20.00%
15	Human resource management should be mandated to have the development of Human Resource Accounting procedures an practices as a priority initiative	66.7%	20.00%
8	To be able to manage knowledge we need to be able to quantifiably measure it	60.0%	0.00%
11	Understanding the value of people focuses on HR needs, which is critical in setting and achieving long range strategic goals	46.7%	26.67%
4	Measuring HR motivates and encourages human resource function to adopt a strategic perspective in hiring, developing & retaining employees	46.7%	6.67%
5	If contribution of HRA is identified and measured, the impact made by human resources on financial results can be measured	40.0%	6.67%
10	Measurement increases the readiness of the management to take action	40.0%	6.67%
6	Measurement of Human Resources, facilitates people being viewed as assets and investments rather than expenses and costs	40.0%	0.00%
7	Measurement of 'Human Resources' encourages the alignment of human resource plans with the company's big picture business plans	26.7%	6.67%
12	Business success is heavily defined in financial- terms. To earn more credibility and receive resources, HR needs to speak in financial terms	26.7%	6.67%
14	Measurement of HR, gives stakeholders a more rounded & accurate reading of value, profitability & potential of the organization's future	26.7%	0.00%
9	Measuring human resources helps in decision making by making costs of different actions more visible and tangible	20.0%	13.33%
13	Measurement of skills and knowledge of an organization's employees is a key indicator of future profitability	20.0%	0.00%
16	By measuring and demonstrating the value of 'human resources', HRM function can take on a strategic role in the organization	20.0%	0.00%

vii. Reasons why HRA should be practiced – Significant differences between HRM & Accounting functions.

Q No	Reason	Prob of Diff
9	Measuring human resources helps in decision making by making costs of different actions more visible and tangible	97.4%
10	Measurement increases the readiness of the management to take action	96.8%
12	Business success is heavily defined in financial- terms. To earn more credibility and receive resources, HR needs to speak in financial terms	89.4%
2	There must be accountability for 'Human Resources' just like marketing .sales or any other function	78.3%
14	Measurement of HR, gives stakeholders a more rounded & accurate reading of value, profitability & potential of the organization's future	73.7%
15	Human resource management should be mandated to have the development of Human Resource Accounting procedures and practices as a priority initiative	67.1%
8	To be able to manage knowledge we need to be able to quantifiably measure it	64.2%
1	The knowledge and skill that our people possess, is our most competitive advantage in the long run	60.7%
6	Measurement of Human Resources, facilitates people being viewed as assets and investments rather than expenses and costs	57.7%
11	Understanding the value of people focuses on HR needs, which is critical in setting and achieving long range strategic goals	56.8%
5	If contribution of HRA is identified and measured, the impact made by human resources on financial results can be measured	51.0%
3	Measurement of Human Resources, will facilitate long term strategic initiatives undertaken by my organization	50.7%
7	Measurement of 'Human Resources' encourages the alignment of human resource plans with the company's big picture business plans	30.7%
13	Measurement of skills and knowledge of an organization's employees is a key indicator of future profitability	21.8%
16	By measuring and demonstrating the value of 'human resources', HRM function can take on a strategic role in the organization	20.4%
4	Measuring HR motivates and encourages human resource function to adopt a strategic perspective in hiring, developing & retaining employees	12.5%

Appendix F: Analysis of “To whom HRA is most important in an Organization”

- i. To whom HRA is most important in an Organization – Ordered by Overall response

No	Organizational Levels	Imp or V-Imp
5	Human Resource Management	87.10%
2	Chief executive/ Chief operating officers	83.87%
3	Senior Management	83.87%
4	Project Management / Line Management	80.65%
1	Board of Directors	51.61%
6	Financial Management/ Accountants	51.61%

- ii. To whom HRA is most important in an Organization – Ordered by Software Industry response

No	Organizational Levels	Imp or V-Imp
4	Project Management / Line Management	93.75%
5	Human Resource Management	87.50%
2	Chief executive/ Chief operating officers	81.25%
3	Senior Management	81.25%
1	Board of Directors	43.75%
6	Financial Management/ Accountants	31.25%

- iii. To whom HRA is most important in an Organization – Ordered by Manufacturing/ Retail Industry response

No	Organizational Levels	Imp or V-Imp
2	Chief executive/ Chief operating officers	86.67%
3	Senior Management	86.67%
5	Human Resource Management	86.67%
6	Financial Management/ Accountants	73.33%
4	Project Management / Line Management	66.67%
1	Board of Directors	60.00%

- iv. To whom HRA is most important in an Organization – Perceptual differences between Software Industry & Manufacturing/ Retail Industry

No	Organizational Levels	Prob. of Diff
4	Project Management / Line Management	98.75%
6	Financial Management/ Accountants	96.33%
1	Board of Directors	87.71%
5	Human Resource Management	66.96%
2	Chief executive/ Chief operating officers	37.83%
3	Senior Management	23.32%

- v. To whom HRA is most important in an Organization – Ordered by HRM function response

No	Organizational Levels	Imp or V-Imp
5	Human Resource Management	100.00%
3	Senior Management	92.31%
2	Chief executive/ Chief operating officers	76.92%
4	Project Management / Line Management	76.92%
1	Board of Directors	69.23%
6	Financial Management/ Accountants	38.46%

- vi. To whom HRA is most important in an Organization – Ordered by Accounting function response

No	Organizational Levels	Imp or V-Imp
2	Chief executive/ Chief operating officers	83.33%
4	Project Management / Line Management	83.33%
5	Human Resource Management	75.00%
3	Senior Management	66.67%
6	Financial Management/ Accountants	50.00%
1	Board of Directors	25.00%

- vii. To whom HRA is most important in an Organization – Perceptual differences between HRM function & Accounting function

No	Organizational Levels	Imp or V-Imp
1	Board of Directors	96.35%
4	Project Management / Line Management	54.23%
3	Senior Management	52.69%
6	Financial Management/ Accountants	34.92%
5	Human Resource Management	34.32%
2	Chief executive/ Chief operating officers	2.70%

i. Exiting HRA practices – Overall Response

No	HRA Measure	Level of use
19	Health care cost	96.77%
2	Competencies	93.55%
24	Absenteeism rate	80.65%
3	Leadership Skills displayed	77.42%
8	Cost of employees to the company	64.52%
25	Value addition per Employee	61.29%
1	Training and Development cost	58.06%
15	HR Investment	58.06%
5	Job satisfaction	54.84%
13	Revenue per employee	54.84%
4	Staff Turn over rate	48.39%
16	Experience	45.16%
7	Customer satisfaction surveys	41.94%
23	Cost per hire	41.94%
14	Return on investment in human capital	38.71%
18	Education level	38.71%
21	Intellectual capital	35.48%
11	Seniority	32.26%
20	Innovation	29.03%
10	Return on training	22.58%
22	Training benefit lost	16.13%
12	Economic Value Added	12.90%
17	Time taken to fill vacancies	12.90%
6	Learning	6.45%
9	Commitment to the organization	6.45%

ii. Exiting HRA practices – Software Industry response

No	HRA Measure	Level of use
19	Health care cost	100.00%
2	Competencies	93.75%
3	Leadership Skills displayed	81.25%
1	Training and Development cost	75.00%
24	Absenteeism rate	68.75%
4	Staff Turn over rate	56.25%
7	Customer satisfaction surveys	56.25%
8	Cost of employees to the company	56.25%
15	HR Investment	56.25%
21	Intellectual capital	50.00%
25	Value addition per Employee	50.00%
10	Return on training	37.50%
13	Revenue per employee	37.50%
14	Return on investment in human capital	37.50%

No	HRA Measure	Level of use
5	Job satisfaction	31.25%
16	Experience	31.25%
22	Training benefit lost	25.00%
17	Time taken to fill vacancies	18.75%
20	Innovation	18.75%
23	Cost per hire	18.75%
18	Education level	12.50%
6	Learning	6.25%
9	Commitment to the organization	6.25%
11	Seniority	6.25%
12	Economic Value Added	6.25%

iii. Exiting HRA practices – Manufacturing/ Retail Industry response

No	HRA Measure	Level of use
2	Competencies	93.33%
19	Health care cost	93.33%
24	Absenteeism rate	93.33%
5	Job satisfaction	80.00%
3	Leadership Skills displayed	73.33%
8	Cost of employees to the company	73.33%
13	Revenue per employee	73.33%
25	Value addition per Employee	73.33%
18	Education level	66.67%
23	Cost per hire	66.67%
11	Seniority	60.00%
15	HR Investment	60.00%
16	Experience	60.00%
1	Training and Development cost	40.00%
4	Staff Turn over rate	40.00%
14	Return on investment in human capital	40.00%
20	Innovation	40.00%
7	Customer satisfaction surveys	26.67%
12	Economic Value Added	20.00%
21	Intellectual capital	20.00%
6	Learning	6.67%
9	Commitment to the organization	6.67%
10	Return on training	6.67%
17	Time taken to fill vacancies	6.67%
22	Training benefit lost	6.67%

iv. Exiting HRA practices – Perceptual differences between Software & Manufacturing/ Retail Industries

No	HRA Measure	Level of use
11	Seniority	99.91%
5	Job satisfaction	99.85%
18	Education level	99.67%
23	Cost per hire	98.86%
13	Revenue per employee	97.82%
21	Intellectual capital	96.43%
10	Return on training	95.42%
16	Experience	92.44%
1	Training and Development cost	91.91%
24	Absenteeism rate	90.35%
7	Customer satisfaction surveys	86.63%
22	Training benefit lost	80.96%
25	Value addition per Employee	75.64%
12	Economic Value Added	74.41%
20	Innovation	68.12%
19	Health care cost	66.44%
17	Time taken to fill vacancies	64.40%
8	Cost of employees to the company	59.59%
4	Staff Turn over rate	51.84%
3	Leadership Skills displayed	45.33%
15	HR Investment	33.33%
14	Return on investment in human capital	7.73%
2	Competencies	7.43%
6	Learning	7.43%
9	Commitment to the organization	7.43%

Appendix G: Analysis of “Most prevalent Barriers in implementing HRA”

i. Most prevalent Barriers in implementing HRA – Ordered by Overall response

No	Barrier	Ag or Sag
12	Lack of clarity and certainty as to what information needs to be taken into consideration to measure human resources	90.32%
10	Current Human Resource Measures are non standard & not widely accepted.	83.87%
3	The organization does not have the understanding and the know-how to measure human resources	80.65%
6	Current human resource measures lack reliability	58.06%
11	Uncertainty with regard to appropriateness of HRA measurement	58.06%
2	Unclear and uncertain as to who should be involved in the development of human resource measures	51.61%
1	Insufficient time to develop appropriate human resource measures	32.26%
7	Current human resource measures available are not very precise	32.26%
4	Currently available human resource measures are too cumbersome and difficult	29.03%
5	The human resource department does not have necessary expertise to carry out HRA	29.03%
9	Currently available company policies do not support the use of human resource measures	29.03%
13	Non- availability of finances to implement Human Resource accounting	29.03%
8	Concerns as to quantifying people like 'objects'	6.45%

ii. Most prevalent Barriers in implementing HRA – Ordered by Software industry response

No	Barrier	Ag or Sag
12	Lack of clarity and certainty as to what information needs to be taken into consideration to measure human resources	87.50%
3	The organization does not have the understanding and the know-how to measure human resources	81.25%
10	Current Human Resource Measures are non standard & not widely accepted.	81.25%
11	Uncertainty with regard to appropriateness of HRA measurement	68.75%
6	Current human resource measures lack reliability	62.50%

No	Barrier	Ag or Sag
2	Unclear and uncertain as to who should be involved in the development of human resource measures	56.25%
4	Currently available human resource measures are too cumbersome and difficult	43.75%
7	Current human resource measures available are not very precise	43.75%
1	Insufficient time to develop appropriate human resource measures	37.50%
5	The human resource department does not have necessary expertise to carry out HRA	37.50%
8	Concerns as to quantifying people like 'objects'	6.25%
9	Currently available company policies do not support the use of human resource measures	6.25%
13	Non- availability of finances to implement Human Resource accounting	6.25%

iii. Most prevalent Barriers in implementing HRA – Ordered by Manufacturing/ Retail industry response

No	Barrier	Ag or Sag
12	Lack of clarity and certainty as to what information needs to be taken into consideration to measure human resources	93.33%
10	Current Human Resource Measures are non standard & not widely accepted.	86.67%
3	The organization does not have the understanding and the know-how to measure human resources	80.00%
6	Current human resource measures lack reliability	53.33%
9	Currently available company policies do not support the use of human resource measures	53.33%
13	Non- availability of finances to implement Human Resource accounting	53.33%
2	Unclear and uncertain as to who should be involved in the development of human resource measures	46.67%
11	Uncertainty with regard to appropriateness of HRA measurement	46.67%
1	Insufficient time to develop appropriate human resource measures	26.67%
5	The human resource department does not have necessary expertise to carry out HRA	20.00%
7	Current human resource measures available are not very precise	20.00%
4	Currently available human resource measures are too cumbersome and difficult	13.33%
8	Concerns as to quantifying people like 'objects'	6.67%

iv. Most prevalent Barriers in implementing HRA – Perceptual differences between Software & Manufacturing/ Retail industries

No	Barrier	P of Diff
9	Currently available company policies do not support the use of human resource measures	99.82%
13	Non- availability of finances to implement Human Resource accounting	99.52%
7	Current human resource measures available are not very precise	96.08%
4	Currently available human resource measures are too cumbersome and difficult	78.97%
11	Uncertainty with regard to appropriateness of HRA measurement	75.15%
2	Unclear and uncertain as to who should be involved in the development of human resource measures	67.44%
3	The organization does not have the understanding and the know-how to measure human resources	57.62%
6	Current human resource measures lack reliability	55.05%
5	The human resource department does not have necessary expertise to carry out HRA	48.60%
12	Lack of clarity and certainty as to what information needs to be taken into consideration to measure human resources	47.94%
1	Insufficient time to develop appropriate human resource measures	40.15%
8	Concerns as to quantifying people like 'objects'	40.09%
10	Current Human Resource Measures are non standard & not widely accepted.	2.70%

v. Most prevalent Barriers in implementing HRA – Ordered by HRM function response

No	Barrier	Ag or Sag
12	Lack of clarity and certainty as to what information needs to be taken into consideration to measure human resources	93.75%
10	Current Human Resource Measures are non standard & not widely accepted.	81.25%
3	The organization does not have the understanding and the know-how to measure human resources	75.00%
2	Unclear and uncertain as to who should be involved in the development of human resource measures	62.50%
6	Current human resource measures lack reliability	62.50%
7	Current human resource measures available are not very precise	43.75%
11	Uncertainty with regard to appropriateness of HRA measurement	43.75%
9	Currently available company policies do not support the use of human resource measures	31.25%
13	Non- availability of finances to implement Human Resource accounting	18.75%

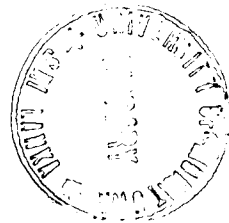
No	Barrier	Ag or Sag
4	Currently available human resource measures are too cumbersome and difficult	12.50%
5	The human resource department does not have necessary expertise to carry out HRA	12.50%
1	Insufficient time to develop appropriate human resource measures	6.25%
8	Concerns as to quantifying people like 'objects'	0.00%

vi. Most prevalent Barriers in implementing HRA – Ordered by Accounting function response

No	Barrier	Ag or Sag
3	The organization does not have the understanding and the know-how to measure human resources	86.67%
10	Current Human Resource Measures are non standard & not widely accepted.	86.67%
12	Lack of clarity and certainty as to what information needs to be taken into consideration to measure human resources	86.67%
11	Uncertainty with regard to appropriateness of HRA measurement	73.33%
1	Insufficient time to develop appropriate human resource measures	60.00%
6	Current human resource measures lack reliability	53.33%
4	Currently available human resource measures are too cumbersome and difficult	46.67%
5	The human resource department does not have necessary expertise to carry out HRA	46.67%
2	Unclear and uncertain as to who should be involved in the development of human resource measures	40.00%
13	Non- availability of finances to implement Human Resource accounting	40.00%
9	Currently available company policies do not support the use of human resource measures	26.67%
7	Current human resource measures available are not very precise	20.00%
8	Concerns as to quantifying people like 'objects'	13.33%

vii. Most prevalent Barriers in implementing HRA – Perceptual differences between HRM & Accounting functions

No	Barrier	P of Diff
5	The human resource department does not have necessary expertise to carry out HRA	99.85%
11	Uncertainty with regard to appropriateness of HRA measurement	96.17%
1	Insufficient time to develop appropriate human resource measures	95.48%
4	Currently available human resource measures are too cumbersome and difficult	93.06%
10	Current Human Resource Measures are non standard & not widely accepted.	89.54%
2	Unclear and uncertain as to who should be involved in the development of human resource measures	88.29%
7	Current human resource measures available are not very precise	87.00%
13	Non- availability of finances to implement Human Resource accounting	83.76%
3	The organization does not have the understanding and the know-how to measure human resources	58.45%
9	Currently available company policies do not support the use of human resource measures	48.33%
8	Concerns as to quantifying people like 'objects'	40.09%
12	Lack of clarity and certainty as to what information needs to be taken into consideration to measure human resources	40.09%
6	Current human resource measures lack reliability	9.58%



Appendix H: Analysis of “Most important HR measures”

i. Most important HR measures – Ordered by Overall response

No	HRA Measure	Imp or V-Imp	V-Imp
5	Job satisfaction	90.32%	54.84%
2	Competencies	90.32%	45.16%
4	Staff Turn over rate	87.10%	16.13%
8	Cost of employees to the company	87.10%	12.90%
1	Training and Development cost	83.87%	22.58%
13	Revenue per employee	83.87%	19.35%
9	Commitment to the organization	80.65%	19.35%
25	Value addition per Employee	80.65%	12.90%
20	Innovation	80.65%	6.45%
3	Leadership Skills displayed	77.42%	25.81%
21	Intellectual capital	77.42%	22.58%
24	Absenteeism rate	77.42%	16.13%
15	HR Investment	74.19%	6.45%
18	Education level	67.74%	19.35%
19	Health care cost	67.74%	3.23%
17	Time taken to fill vacancies	64.52%	3.23%
10	Return on training	58.06%	16.13%
16	Experience	54.84%	6.45%
7	Customer satisfaction surveys	45.16%	9.68%
6	Learning	45.16%	0.00%
14	Return on investment in human capital	35.48%	0.00%
12	Economic Value Added	32.26%	0.00%
23	Cost per hire	29.03%	0.00%
22	Training benefit lost	25.81%	0.00%
11	Seniority	19.35%	0.00%

ii. Most important HR measures – Ordered by Software Response

No	HRA Measure	Imp or V-Imp	V-Imp
21	Intellectual capital	93.75%	31.25%
4	Staff Turn over rate	93.75%	25.00%
2	Competencies	87.50%	50.00%
5	Job satisfaction	87.50%	37.50%
1	Training and Development cost	87.50%	31.25%
8	Cost of employees to the company	87.50%	6.25%
17	Time taken to fill vacancies	87.50%	6.25%
9	Commitment to the organization	81.25%	25.00%
20	Innovation	81.25%	12.50%
13	Revenue per employee	81.25%	6.25%

No	HRA Measure	Imp or V-Imp	V-Imp
3	Leadership Skills displayed	75.00%	37.50%
25	Value addition per Employee	75.00%	12.50%
15	HR Investment	75.00%	0.00%
10	Return on training	68.75%	18.75%
7	Customer satisfaction surveys	68.75%	12.50%
24	Absenteeism rate	68.75%	12.50%
6	Learning	56.25%	0.00%
19	Health care cost	56.25%	0.00%
18	Education level	43.75%	6.25%
12	Economic Value Added	43.75%	0.00%
14	Return on investment in human capital	37.50%	0.00%
16	Experience	31.25%	0.00%
22	Training benefit lost	25.00%	0.00%
23	Cost per hire	12.50%	0.00%
11	Seniority	0.00%	0.00%

iii. Most important HR measures – Ordered by Manufacturing/ Retail response

No	HRA Measure	Imp or V-Imp	V-Imp
5	Job satisfaction	93.33%	73.33%
2	Competencies	93.33%	40.00%
18	Education level	93.33%	33.33%
13	Revenue per employee	86.67%	33.33%
8	Cost of employees to the company	86.67%	20.00%
24	Absenteeism rate	86.67%	20.00%
25	Value addition per Employee	86.67%	13.33%
1	Training and Development cost	80.00%	13.33%
3	Leadership Skills displayed	80.00%	13.33%
9	Commitment to the organization	80.00%	13.33%
16	Experience	80.00%	13.33%
4	Staff Turn over rate	80.00%	6.67%
19	Health care cost	80.00%	6.67%
20	Innovation	80.00%	0.00%
15	HR Investment	73.33%	13.33%
21	Intellectual capital	60.00%	13.33%
10	Return on training	46.67%	13.33%
23	Cost per hire	46.67%	0.00%
11	Seniority	40.00%	0.00%
17	Time taken to fill vacancies	40.00%	0.00%
6	Learning	33.33%	0.00%
14	Return on investment in human capital	33.33%	0.00%
22	Training benefit lost	26.67%	0.00%
7	Customer satisfaction surveys	20.00%	6.67%
12	Economic Value Added	20.00%	0.00%

iv. Most important HR measures – Perceptual differences between Software & Manufacturing/ Retail industries

No	HRA Measure	P of Diff
11	Seniority	99.86%
18	Education level	99.84%
16	Experience	99.81%
17	Time taken to fill vacancies	99.55%
7	Customer satisfaction surveys	99.38%
21	Intellectual capital	96.55%
5	Job satisfaction	91.51%
19	Health care cost	91.30%
4	Staff Turn over rate	89.72%
12	Economic Value Added	88.72%
13	Revenue per employee	85.77%
6	Learning	85.01%
23	Cost per hire	84.54%
10	Return on training	81.94%
24	Absenteeism rate	78.97%
1	Training and Development cost	73.35%
20	Innovation	55.13%
3	Leadership Skills displayed	54.45%
8	Cost of employees to the company	49.95%
25	Value addition per Employee	44.86%
15	HR Investment	43.60%
9	Commitment to the organization	42.31%
22	Training benefit lost	33.64%
2	Competencies	13.65%
14	Return on investment in human capital	8.38%

v. Most important HR measures – Ordered by HRM function response

No	HRA Measure	Imp or V-Imp	V-Imp
1	Training and Development cost	100.00%	37.50%
2	Competencies	93.75%	50.00%
5	Job satisfaction	87.50%	43.75%
3	Leadership Skills displayed	87.50%	31.25%
10	Return on training	87.50%	25.00%
8	Cost of employees to the company	87.50%	12.50%
15	HR Investment	87.50%	12.50%
25	Value addition per Employee	87.50%	12.50%
21	Intellectual capital	81.25%	31.25%
4	Staff Turn over rate	81.25%	18.75%
24	Absenteeism rate	81.25%	18.75%
9	Commitment to the organization	75.00%	18.75%
20	Innovation	75.00%	12.50%
13	Revenue per employee	68.75%	6.25%

No	HRA Measure	Imp or V-Imp	V-Imp
17	Time taken to fill vacancies	68.75%	6.25%
6	Learning	68.75%	0.00%
18	Education level	56.25%	25.00%
7	Customer satisfaction surveys	50.00%	18.75%
16	Experience	50.00%	6.25%
19	Health care cost	50.00%	0.00%
14	Return on investment in human capital	43.75%	0.00%
22	Training benefit lost	37.50%	0.00%
11	Seniority	25.00%	0.00%
23	Cost per hire	25.00%	0.00%
12	Economic Value Added	18.75%	0.00%

vi. Most important HR measures – Ordered by Accounting function Response

No	HRA Measure	Imp or V-Imp	V-Imp
13	Revenue per employee	100.00%	33.33%
5	Job satisfaction	93.33%	66.67%
4	Staff Turn over rate	93.33%	13.33%
2	Competencies	86.67%	40.00%
9	Commitment to the organization	86.67%	20.00%
8	Cost of employees to the company	86.67%	13.33%
19	Health care cost	86.67%	6.67%
20	Innovation	86.67%	0.00%
18	Education level	80.00%	13.33%
21	Intellectual capital	73.33%	13.33%
24	Absenteeism rate	73.33%	13.33%
25	Value addition per Employee	73.33%	13.33%
3	Leadership Skills displayed	66.67%	20.00%
1	Training and Development cost	66.67%	6.67%
16	Experience	60.00%	6.67%
15	HR Investment	60.00%	0.00%
17	Time taken to fill vacancies	60.00%	0.00%
12	Economic Value Added	46.67%	0.00%
7	Customer satisfaction surveys	40.00%	0.00%
23	Cost per hire	33.33%	0.00%
10	Return on training	26.67%	6.67%
14	Return on investment in human capital	26.67%	0.00%
6	Learning	20.00%	0.00%
11	Seniority	13.33%	0.00%
22	Training benefit lost	13.33%	0.00%

vii. Most important HR measures – Perceptual differences between HRM & Accounting functions

No	HRA Measure	P of Diff
10	Return on training	99.89%
1	Training and Development cost	99.69%
6	Learning	99.56%
13	Revenue per employee	99.51%
19	Health care cost	98.21%
15	HR Investment	96.21%
22	Training benefit lost	91.65%
12	Economic Value Added	91.10%
3	Leadership Skills displayed	78.60%
14	Return on investment in human capital	77.07%
5	Job satisfaction	75.91%
21	Intellectual capital	70.13%
17	Time taken to fill vacancies	66.82%
11	Seniority	65.88%
2	Competencies	51.70%
25	Value addition per Employee	46.98%
16	Experience	43.58%
9	Commitment to the organization	42.31%
7	Customer satisfaction surveys	41.23%
18	Education level	35.57%
4	Staff Turn over rate	26.18%
23	Cost per hire	24.98%
24	Absenteeism rate	21.76%
20	Innovation	3.66%
8	Cost of employees to the company	0.00%

Appendix I: Analysis of “Who should drive HRA practice”

i. Who should drive HRA practice – Ordered by Overall response

Team	% Res
HRM	48.39%
ACC	22.58%
CF	29.03%

ii. Who should drive HRA practice – Ordered by Software Industry response

Team	% Res
HRM	56.25%
ACC	18.75%
CF	25.00%

iii. Who should drive HRA practice – Ordered by Manufacturing/ Retail Industry response

Team	% Res
HRM	40.00%
ACC	26.67%
CF	33.33%



Appendix J: Lev and Schwartz model for HR valuation

Lev and Schwartz developed this model in the year 1971. In this model value of the human resources are ascertained that

1. All the employees are classified under specific age group
2. Average earnings are determined for various ranges of age
3. The total earnings of employees up to date of retirement are calculated
4. The above mentioned calculated is to be discounted at the rate of cost of capital for valuation.

The suggested formula is

$$\sum_{t=r}^T E(t)/(I+R)^{t-r}$$



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V_r = Value of individuals r years old

$E(t)$ = individual's annual earnings up to date of the retirement

t = Retirement age

R = Discounted rate

(The management accountant, February, 2006)

Appendix K: Analysis of Primary Data from Section B to Section G-Part II

Analysis guide:

R1, R2,, R_n – Responses of the respondents for each question asked.

Note: These responses are ranked from 1 to 5 or 1 to 4 depending on the question & the answers sought.

e.g. 1 – Strongly disagree 2 – Disagree, 3 – Neutral, 4 – Agree and 5 – Strongly agree

1 – Not important, 2 – Moderately important, 3 – Important, 4 – Very important

OR in case of 'yes' or 'no' answers; 0 – No, 1 – Yes

Question, Q – Question in each section of the questionnaire.

MR – Mean value of the response.



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t Test – The probability (P value) associated with a Student's t-Test. Determine whether two samples are likely to have come from the same two underlying populations that have the same mean. (Two-sample unequal variance – heteroscedastic)

Significant difference – 1-P Value; The probability where two samples are unlikely to have come from the same population.

Imp : Answer indicated “Important”, V-Imp: Answer indicated “Very Important”, Ag – Answer indicated “Agree”

S-Ag: Answer indicated “Strongly agreed”



Section B : In your opinion how important is Human Resource Accounting for your Organization?

Question	Software Industry Respondents																Manufacturing / Retail Respondents																t Test	Significantly Different	Software Imp or V-Imp	Manu/ Retail Imp or V-Imp	Overall Imp or V-Imp	
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	MR	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15						MR
1	3	4	2	4	3	4	2	4	3	3	4	2	3	2	3	4	3.1	2	2	3	3	2	3	3	4	3	2	1	2	3	3	2	2.5	0.042	95.8%	75.0%	53.3%	64.5%

Question	HRM Respondents																Accounting Respondents																t Test	Significantly Different	HRM Imp or V-Imp	Accounting Imp or V-Imp	
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	MR	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15					MR
1	3	4	2	4	3	4	2	4	2	2	3	3	2	3	3	4	3.0	3	3	4	2	3	2	3	4	3	2	1	2	3	3	2	3.0	0.265	73.5%	68.8%	60.0%

Question	Software Industry Respondents - Where response is "Very Important"																% Res	Manuf/ RTL Respondents - Where response is " V Important"																% Res
1	0	1	0	1	0	1	0	1	0	0	1	0	0	0	0	1	37.50%	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	6.67%	
Question	HRM Respondents - Where response is "Very Important"																% Res	Accounting Respondents - Where response is " V Important"																%Res
1	0	1	0	1	0	1	0	1	0	0	0	0	0	0	0	1	31.25%	0	0	1	0	0	0	0	1	0	0	0	0	0	0	13.33%		



Human Resource Accounting framework for Sri-lankan Software Industry

Reasons for measuring Human Resources - Section C

Agr - Agree : SA - Strongly agree : Manu - Manufacturing industry: Retail- Retail Industry: HRM - Human Resource Management Function
MR - Mean response score of respondents : t Test - t test probability value

Question	Software Industry Respondents																Manufacturing / Retail Respondents																t Test	Significantly Different	Software Agr or SA	Manu/ Retail Agr or SA	Overall Agr or SA	Software Strong Ag	Manu/ Retail Strong Ag	Overall Strong Ag	
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	MR	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15									MR
1	4	5	5	5	4	4	5	5	4	4	4	5	4	3	5	4	4.4	4	4	3	5	4	2	4	4	3	5	4	3	3	5	3	3.7	0.028	97.2%	93.8%	60.0%	77.4%	43.8%	20.0%	32.3%
2	4	5	4	4	4	4	4	4	3	4	4	4	4	3	4	3	3.9	4	3	4	4	4	3	4	4	4	3	4	4	4	4	3.8	0.652	34.8%	81.3%	80.0%	80.6%	6.3%	0.0%	3.2%	
3	5	5	5	4	4	5	3	4	3	5	4	5	4	4	5	2	4.2	3	4	4	4	4	3	4	3	4	3	3	4	4	4	3	3.6	0.035	96.5%	81.3%	60.0%	71.0%	43.8%	0.0%	22.6%
4	4	4	3	4	4	4	4	3	4	3	3	4	4	3	5	3	3.7	3	3	4	4	3	3	3	4	3	3	3	4	3	4	3.3	0.082	91.8%	62.5%	33.3%	48.4%	6.3%	0.0%	3.2%	
5	4	4	5	3	4	4	4	3	4	3	4	4	3	3	5	3	3.8	3	3	4	3	4	3	4	3	3	4	3	4	3	3	3.3	0.060	94.0%	62.5%	33.3%	48.4%	12.5%	0.0%	6.5%	
6	4	4	4	4	4	4	3	3	4	3	4	3	3	4	3	4	3.6	3	3	3	4	3	4	3	2	4	3	3	4	3	3	3.2	0.034	96.6%	62.5%	26.7%	45.2%	0.0%	0.0%	0.0%	
7	5	3	3	3	4	4	4	3	3	3	2	3	4	3	4	5	3.5	3	4	4	4	2	2	3	3	3	4	3	3	3	3	3.1	0.174	82.6%	43.8%	26.7%	35.5%	12.5%	0.0%	6.5%	
8	4	5	3	3	5	3	4	2	4	4	3	4	4	4	3	4	3.7	3	4	3	3	3	3	3	4	3	3	4	4	3	3	3.3	0.081	91.9%	62.5%	26.7%	45.2%	12.5%	0.0%	6.5%	
9	4	4	3	3	4	4	4	3	5	2	4	3	3	3	2	2	3.3	5	5	4	4	3	4	3	4	3	5	3	3	3	3	3.7	0.253	74.7%	43.8%	46.7%	45.2%	6.3%	20.0%	12.9%	
10	4	4	5	4	4	4	3	5	3	2	4	2	4	5	2	3	3.6	5	5	4	4	3	2	3	4	2	3	4	2	4	2	4	3.5	0.686	31.4%	62.5%	53.3%	58.1%	18.8%	20.0%	19.4%
11	5	4	3	4	4	4	4	4	3	4	3	4	4	5	5	3	3.9	3	3	3	4	3	3	2	3	3	3	5	5	3	3	3.3	0.018	98.2%	75.0%	20.0%	48.4%	18.8%	13.3%	16.1%	
12	4	3	4	3	2	4	3	4	3	2	3	4	3	3	2	3	3.1	4	4	4	5	4	2	4	4	2	3	3	3	5	4	4	3.7	0.076	92.4%	31.3%	66.7%	48.4%	0.0%	13.3%	6.5%
13	4	4	3	3	3	3	4	3	2	3	4	3	3	3	4	3	3.3	2	2	3	4	2	2	3	3	3	3	2	3	4	3	2.8	0.057	94.3%	31.3%	13.3%	22.6%	0.0%	0.0%	0.0%	
14	3	3	4	2	3	3	4	3	3	3	3	4	3	3	4	3	3.2	3	3	3	2	3	2	2	3	3	4	3	2	2	3	4	2.8	0.091	90.9%	25.0%	13.3%	19.4%	0.0%	0.0%	0.0%
15	3	4	3	4	3	3	3	4	3	4	4	5	3	3	2	3.4	5	3	4	5	4	4	2	3	4	4	5	5	3	4	4	3.9	0.065	93.5%	37.5%	73.3%	54.8%	6.3%	26.7%	16.1%	
16	4	3	3	3	3	4	3	3	4	2	3	3	4	3	3	2	3.1	3	3	3	2	2	2	2	4	4	3	3	3	2	3	3	2.8	0.174	82.6%	25.0%	13.3%	19.4%	0.0%	0.0%	0.0%

Question	HRM Respondents																Accounting Respondents																t Test	Significantly Different	HRM Agr or SA	Accounting Agr or SA	
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	MR	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15					MR
1	4	5	5	5	4	4	5	5	4	4	3	5	4	2	4	4	4.5	4	4	4	5	4	3	5	4	3	5	4	3	3	5	3	4.0	0.393	60.7%	87.5%	66.7%
2	4	5	4	4	4	4	4	4	4	3	4	4	4	3	4	4	4.0	3	4	4	4	3	4	3	4	3	4	4	4	4	4	4	3.7	0.217	78.3%	87.5%	73.3%
3	5	5	5	4	4	5	3	4	3	4	4	4	4	3	4	4	4.2	3	5	4	5	4	4	5	2	4	3	4	4	4	3	4.0	0.493	50.7%	75.0%	66.7%	
4	4	4	3	4	4	4	4	3	3	3	4	4	3	3	3	3	3.6	4	3	3	4	4	3	5	3	4	3	3	3	4	3	4	3.7	0.875	12.5%	50.0%	46.7%
5	4	4	5	3	4	4	4	3	3	3	4	3	4	3	4	3	3.7	4	3	4	4	3	5	3	3	4	3	4	3	3	3	3.6	0.490	51.0%	56.3%	40.0%	
6	4	4	4	4	4	3	3	3	3	3	4	3	3	4	3	3	3.6	4	3	4	3	3	4	3	4	2	4	3	3	4	3	3.3	0.423	57.7%	50.0%	40.0%	
7	5	3	3	3	4	4	4	3	3	4	4	4	2	2	3	3	3.6	3	3	2	3	4	3	4	5	3	3	4	3	3	3	3.3	0.693	30.7%	43.8%	26.7%	
8	4	5	3	3	5	3	4	2	3	4	3	3	3	3	3	3	3.6	4	4	3	4	4	3	4	4	3	3	4	4	3	3	3.8	0.358	64.2%	31.3%	60.0%	
9	4	4	3	3	4	4	4	3	5	5	4	4	3	4	3	4	3.9	5	2	4	3	3	2	2	3	3	5	3	3	3	3	3.0	0.026	97.4%	68.8%	20.0%	
10	4	4	5	4	4	4	3	5	5	5	4	4	3	2	2	2	4.3	3	2	4	2	4	5	2	3	3	4	2	3	4	2	4	3.1	0.032	96.8%	75.0%	40.0%
11	5	4	3	4	4	4	4	3	3	3	4	4	3	3	2	2	3.8	4	3	4	4	5	5	3	3	3	3	5	5	3	3	3.8	0.432	56.8%	50.0%	46.7%	
12	4	3	4	3	2	4	3	4	4	4	5	4	2	4	4	4	3.5	3	2	3	4	3	3	2	3	2	3	3	3	5	4	4	2.8	0.106	89.4%	68.8%	26.7%
13	4	4	3	3	3	4	3	2	2	3	4	2	2	3	3	3	3.1	2	3	4	3	3	4	3	3	3	3	2	3	4	3	3.1	0.782	21.8%	25.0%	20.0%	
14	3	3	4	2	3	3	4	3	3	3	2	3	2	2	3	3	3.1	4	3	3	3	4	3	3	4	3	2	2	3	4	3	3.2	0.263	73.7%	12.5%	26.7%	
15	3	4	3	4	3	3	3	3	5	3	4	5	4	4	2	3	3.4	4	3	4	4	5	3	3	2	4	4	5	5	3	4	3.6	0.329	67.1%	43.8%	66.7%	
16	4	3	3	3	3	4	3	3	3	3	2	2	2	2	4	3.2	4	2	3	3	4	3	3	2	4	3	3	3	2	3	3	3.1	0.796	20.4%	18.8%	20.0%	

HRM Strong Ag	Accounting Strong Ag
37.5%	26.7%
6.3%	0.0%
25.0%	20.0%
0.0%	6.7%
6.3%	6.7%
0.0%	0.0%
6.3%	6.7%
12.5%	0.0%
12.5%	13.3%
31.3%	6.7%
6.3%	26.7%
6.3%	6.7%
0.0%	0.0%
0.0%	0.0%
12.5%	20.0%
0.0%	0.0%

Human Resource Accounting framework for Sri-lankan Software Industry

Importance of HRA at veralious levels in the Organisation - Section D

Organizational Levels	Software Industry Respondents																Manufacturing / Retail Respondents																t Test	Significantly Different	Software IMP or VI	Manu/ Retail IMP or VI	Overall IMP or VI	
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	MR	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	MR						
Board of Directors	2	3	4	4	2	3	3	2	2	3	2	2	1	2	2	3	2.5	3	2	3	4	4	2	4	4	2	4	2	2	4	2	3	3.0	0.12293	87.7%	43.8%	60.0%	51.6%
Chief executive/ Chief operating officers	3	4	4	4	3	3	2	4	4	2	3	4	3	3	2	3	3.2	2	3	3	2	3	3	3	4	3	4	4	3	3	3	3	3.1	0.62168	37.8%	81.3%	86.7%	83.9%
Senior Management	3	4	4	3	3	3	3	4	4	3	2	4	2	2	3	3.1	3	4	3	3	2	3	3	4	3	4	2	3	3	4	4	3.2	0.76680	23.3%	81.3%	86.7%	83.9%	
Project Management / Line Management	4	4	3	4	4	3	2	4	4	4	3	4	4	3	4	4	3.6	2	4	3	3	2	3	4	2	2	2	3	4	3	4	3	2.9	0.01245	98.8%	93.8%	66.7%	80.6%
Human Resource Management	3	4	4	4	3	3	4	3	3	4	4	4	2	3	4	2	3.4	4	3	3	4	3	3	3	2	2	3	3	3	4	4	3.1	0.33040	67.0%	87.5%	86.7%	87.1%	
Financial Management/ Accountants	1	2	2	2	1	3	2	3	4	3	2	4	2	2	2	2.3	2	2	3	4	3	3	4	3	2	3	3	4	2	4	3	3.0	0.03671	96.3%	31.3%	73.3%	51.6%	

Organizational Levels	HRM Respondents										Accounting Respondents									t Test	Significantly Different	HRM IMP or VI	Accounting IMP or VI														
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	MR	R1	R2	R3	R4	R5	R6	R7	R8					R9	MR												
Board of Directors	2	3	4	4	2	3	3	2	3	2	3	4	4	2	4	4	3.1	2	3	2	2	1	2	2	3	2	4	2	2	4	2	3	2.4	0.03651	96.3%	69.2%	25.0%
Chief executive/ Chief operating officers	3	4	4	4	3	3	2	4	2	3	3	2	3	3	3	4	3.1	4	2	3	4	3	3	2	3	3	4	4	3	3	3	3	3.1	0.97300	2.7%	76.9%	83.3%
Senior Management	3	4	4	3	3	3	4	3	4	3	3	2	3	3	4	3.3	4	3	2	4	2	2	3	3	3	4	2	3	3	4	4	3.1	0.47312	52.7%	92.3%	66.7%	
Project Management / Line Management	4	4	3	4	4	3	2	4	2	4	3	3	2	3	4	2	3.2	4	4	3	4	4	3	4	4	2	2	3	4	3	4	3	3.4	0.45765	54.2%	76.9%	83.3%
Human Resource Management	3	4	4	4	3	3	4	3	4	3	3	4	3	3	3	2	3.3	3	4	4	4	2	3	4	2	2	3	3	3	3	4	4	3.2	0.65678	34.3%	100.0%	75.0%
Financial Management/ Accountants	1	2	2	2	1	3	2	3	2	2	3	4	3	3	4	3	2.5	4	3	2	4	2	2	2	0	2	3	3	4	2	4	3	2.7	0.65077	34.9%	38.5%	50.0%

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HUMAN RESOURCE ACCOUNTING FRAMEWORK FOR SRI-LANKAN SOFTWARE INDUSTRY
 CHAPTER 4
 IMPORTANCE OF HRA AT VARIOUS LEVELS IN THE ORGANISATION - SECTION D
 FIGURE 4.17

Current Human Resource Measurement Practices - Section E

Question	Software Industry Respondents																Manufacturing / Retail Respondents																t Test	Significantly Different	Software Used	Manu/ Retail Used	Overall Used	
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	MR	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15						MR
1	1	1	0	1	0	1	1	1	1	1	0	1	1	0	1	1	0.8	1	0	1	0	1	0	0	0	1	0	1	0	0	1	0	0.4	0.081	91.9%	75.0%	40.0%	58.1%
2	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	0.9	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	0.9	0.926	7.4%	93.8%	93.3%	93.5%
3	1	1	1	0	1	1	1	1	1	1	1	0	1	1	0	1	0.8	1	0	1	1	0	1	1	1	1	0	1	0	1	1	1	0.7	0.547	45.3%	81.3%	73.3%	77.4%
4	1	1	0	1	1	1	0	0	1	1	0	1	0	0	1	0	0.6	1	1	0	0	1	0	0	0	1	1	0	0	0	1	0	0.4	0.482	51.8%	56.3%	40.0%	48.4%
5	0	0	1	1	0	0	1	0	0	0	0	1	1	0	0	0	0.3	1	1	1	0	1	1	1	1	1	1	1	1	0	0	0.8	0.001	99.9%	31.3%	80.0%	54.8%	
6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0.1	0.926	7.4%	6.3%	6.7%	6.5%
7	1	1	0	0	1	1	0	1	1	1	0	0	0	0	1	1	0.6	0	0	0	0	0	1	1	1	0	0	0	1	0	0	0.3	0.134	86.6%	56.3%	26.7%	41.9%	
8	1	1	0	1	1	1	0	0	1	1	0	1	0	0	1	0	0.6	1	1	0	1	0	0	1	1	1	1	0	1	1	1	1	0.7	0.404	59.6%	56.3%	73.3%	64.5%
9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0.1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0.1	0.926	7.4%	6.3%	6.7%	6.5%
10	1	0	0	1	0	0	0	0	1	0	0	1	1	0	1	0	0.4	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0.1	0.046	95.4%	37.5%	6.7%	22.6%	
11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.1	0	1	1	0	1	0	1	1	0	1	1	1	1	0	0	0.6	0.001	99.9%	6.3%	60.0%	32.3%
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0.1	0	0	0	0	0	1	0	0	0	0	0	1	1	0	0	0.2	0.256	74.4%	6.3%	20.0%	12.9%
13	0	1	0	1	0	0	1	0	0	1	0	1	0	1	0	0	0.4	1	1	1	0	1	1	0	1	1	1	0	1	1	0	0	0.7	0.022	97.8%	37.5%	73.3%	54.8%
14	0	1	0	1	0	0	0	0	0	1	0	1	1	1	0	0	0.4	0	0	1	1	0	0	0	0	0	0	1	0	1	1	1	0.4	0.923	7.7%	37.5%	40.0%	38.7%
15	1	1	0	1	1	1	1	0	1	1	0	1	0	0	0	0	0.6	0	1	1	0	0	1	1	1	0	1	1	0	1	1	0	0.6	0.667	33.3%	56.3%	60.0%	58.1%
16	0	0	1	0	0	0	0	1	0	0	1	0	0	1	0	1	0.3	1	1	1	0	0	1	1	0	1	1	1	1	0	0	0	0.6	0.076	92.4%	31.3%	60.0%	45.2%
17	0	0	1	0	0	1	0	0	0	0	1	0	0	0	0	0	0.2	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0.1	0.356	64.4%	18.8%	6.7%	12.9%	
18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0.1	1	1	0	1	0	1	1	0	1	1	0	1	1	0	1	0.7	0.003	99.7%	12.5%	66.7%	38.7%
19	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.0	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	0.9	0.336	66.4%	100.0%	93.3%	96.8%
20	0	0	0	1	0	0	0	0	0	0	0	1	0	1	0	0	0.2	0	1	0	1	0	0	0	1	0	0	1	0	1	0	1	0.4	0.319	68.1%	18.8%	40.0%	29.0%
21	1	1	0	1	1	1	0	0	1	1	0	1	0	0	0	0	0.5	0	0	0	1	0	0	0	0	0	0	0	1	0	1	0.2	0.036	96.4%	50.0%	20.0%	35.5%	
22	0	0	1	0	0	0	1	0	0	0	1	0	0	1	0	0	0.3	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0.1	0.190	81.0%	25.0%	6.7%	16.1%	
23	0	0	1	0	0	0	0	0	0	0	1	0	0	1	0	0	0.2	1	0	1	1	0	1	1	0	1	0	1	1	0	1	1	0.7	0.011	98.9%	18.8%	66.7%	41.9%
24	1	1	0	1	1	1	0	0	1	1	1	1	0	1	1	0	0.7	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	0.9	0.096	90.4%	68.8%	93.3%	80.6%
25	1	0	0	1	0	0	1	0	1	0	0	1	1	1	0	0	0.5	1	1	0	1	1	1	0	1	1	1	0	0	1	1	1	0.7	0.244	75.6%	50.0%	73.3%	61.3%

Human Resource Accounting framework for Sri-lankan Software Industry

Barriers in implementing HRA - Section F

Barriers	Software Industry Respondents																Manufacturing / Retail Respondents																t Test	Significantly Different	Software Agr or SA	Manu/ Retail Agr or SA	Overall Agr or SA	
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	MR	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15						MR
1	2	2	3	3	3	4	3	2	3	2	4	4	4	2	4	4	3.1	3	3	3	3	3	3	3	3	2	3	3	4	4	4	4	3.2	0.598	40.2%	37.5%	26.7%	32.3%
2	5	3	4	4	4	4	3	3	4	3	4	3	3	4	3	4	3.6	4	3	4	3	4	3	4	4	3	3	4	4	3	3	2	3.4	0.326	67.4%	56.3%	46.7%	51.6%
3	4	4	5	3	3	5	4	4	5	5	3	4	5	4	4	4	4.1	4	3	4	4	4	3	5	4	4	4	5	3	4	4	3.9	0.424	57.6%	81.3%	80.0%	80.6%	
4	3	3	3	2	2	3	4	4	4	4	3	4	3	2	4	4	3.3	3	3	2	3	3	3	3	2	4	3	4	3	2	3	2.9	0.210	79.0%	43.8%	13.3%	29.0%	
5	2	2	3	3	4	2	2	3	5	4	3	4	3	3	4	4	3.2	3	2	2	3	4	3	3	2	3	4	3	3	3	3	4	3.0	0.514	48.6%	37.5%	20.0%	29.0%
6	3	4	4	3	4	3	4	4	5	3	4	3	4	4	3	3.7	4	3	4	4	4	3	4	4	3	3	4	3	4	3	4	3	3.5	0.450	55.0%	62.5%	53.3%	58.1%
7	5	3	3	3	4	3	4	4	4	4	3	3	3	4	3	3	3.5	3	4	4	4	2	3	3	3	2	3	3	3	3	2	3.0	0.039	96.1%	43.8%	20.0%	32.3%	
8	3	2	3	3	3	3	2	3	3	3	3	3	2	4	2	2	2.8	3	3	3	1	3	3	3	3	3	3	4	3	3	2	2.9	0.599	40.1%	6.3%	6.7%	6.5%	
9	2	2	3	3	3	2	3	3	4	2	3	3	2	3	2	3	2.7	3	5	4	4	3	4	4	3	4	2	4	3	3	3	4	3.5	0.002	99.8%	6.3%	53.3%	29.0%
10	3	4	4	4	4	3	5	4	5	5	5	4	4	5	3	4	4.1	4	3	5	4	4	4	4	4	5	5	4	4	3	4	5	4.1	0.973	2.7%	81.3%	86.7%	83.9%
11	3	4	3	4	4	4	4	3	4	4	5	3	4	3	4	4	3.8	3	4	3	4	3	3	3	2	4	4	5	3	4	3	3.5	0.249	75.1%	68.8%	46.7%	58.1%	
12	4	4	3	4	5	4	5	4	5	4	5	3	4	4	4	4	4.1	4	5	4	5	4	4	4	5	3	5	4	4	5	4	4	4.3	0.521	47.9%	87.5%	93.3%	90.3%
13	2	2	3	3	3	3	2	3	3	3	3	4	2	3	3	3	2.8	4	3	3	5	2	3	4	3	4	5	4	3	4	3	4	3.6	0.005	99.5%	6.3%	53.3%	29.0%

Barriers	HRM Respondents																Accounting Respondents																t Test	Significantly Different	HRM Agr or SA	Accounting Agr or SA	
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	MR	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15					MR
1	2	2	3	3	3	4	3	2	3	3	3	3	3	3	3	3	2.8	3	2	4	4	4	2	4	4	2	3	3	4	4	4	4	3.2	0.045	95.5%	6.3%	60.0%
2	5	3	4	4	4	4	3	3	4	3	4	3	4	3	4	4	3.7	4	3	4	3	3	4	3	4	3	3	4	4	3	3	2	3.4	0.117	88.3%	62.5%	40.0%
3	4	4	5	3	3	5	4	4	4	3	4	4	4	3	5	4	3.9	5	5	3	4	5	4	4	4	4	4	5	3	4	4	4.2	0.416	58.4%	75.0%	86.7%	
4	3	3	3	2	2	3	4	4	3	3	2	3	3	3	3	2	3.0	4	4	3	4	3	2	4	4	4	3	3	4	3	2	3	3.6	0.069	93.1%	12.5%	46.7%
5	2	2	3	3	4	2	2	3	3	2	2	3	4	3	3	2	2.6	5	4	3	4	3	3	4	4	3	4	3	3	3	4	3.7	0.002	99.8%	12.5%	46.7%	
6	3	4	4	3	4	4	3	4	4	3	4	4	3	4	4	3	3.6	4	5	3	4	3	4	4	3	3	4	3	4	3	4	3	3.7	0.904	9.6%	62.5%	53.3%
7	5	3	3	3	4	3	4	3	4	4	4	2	3	3	3	3	3.6	4	4	3	3	3	4	3	3	2	3	3	3	3	3	2	3.2	0.130	87.0%	43.8%	20.0%
8	3	2	3	3	3	3	2	3	3	3	3	1	3	3	3	3	2.8	3	3	3	3	2	4	2	2	3	3	4	3	3	2	2.8	0.599	40.1%	0.0%	13.3%	
9	2	2	3	3	3	2	3	3	3	5	4	4	3	4	4	3	2.9	4	2	3	3	2	3	2	3	4	2	4	3	3	3	4	2.9	0.517	48.3%	31.3%	26.7%
10	3	4	4	4	4	3	5	4	4	3	5	4	4	4	4	4	3.8	5	5	5	4	4	5	3	4	5	5	4	4	3	4	5	4.4	0.105	89.5%	81.3%	86.7%
11	3	4	3	4	4	4	3	3	4	3	4	3	3	3	2	3.6	4	4	5	3	4	3	4	4	4	4	4	5	3	4	3	3.9	0.038	96.2%	43.8%	73.3%	
12	4	4	3	4	5	4	5	4	4	5	4	4	4	4	4	4	4.2	5	4	5	3	4	4	4	4	3	5	4	4	5	4	4	4.0	0.599	40.1%	93.8%	86.7%
13	2	2	3	3	3	3	2	3	4	3	3	5	2	3	4	3	2.8	3	3	3	4	2	3	3	3	4	5	4	3	4	3	4	3.1	0.162	83.8%	18.8%	40.0%

Human Resource Accounting framework for Sri-lankan Software Industry

Most desired / Preferred HR Measure - Section C

Question	Software Industry Respondents																Manufacturing / Retail Respondents																t Test	Significantly Different	Software Imp or V-Imp	Manu/ Retail Imp or V-Imp	Overall Imp or V-Imp	Software V-Imp	Manu/ Retail V-Imp	Overall V-Imp	
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	MR	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15									MR
1	4	3	3	3	4	3	4	4	3	3	2	3	4	3	3	2	3.2	3	3	4	3	3	3	4	3	3	2	3	2	3	2	3	2.9	0.266	73.4%	87.5%	80.0%	83.9%	31.3%	13.3%	22.6%
2	4	4	3	3	4	4	2	4	4	3	3	3	4	4	2	3	3.4	4	4	3	3	3	3	4	4	2	4	3	4	3	3	3.3	0.863	13.7%	87.5%	93.3%	90.3%	50.0%	40.0%	45.2%	
3	3	4	4	2	3	4	2	3	3	3	4	2	4	2	3	4	3.1	4	3	3	3	3	4	3	3	3	2	2	3	3	2	2.9	0.456	54.4%	75.0%	80.0%	77.4%	37.5%	13.3%	25.8%	
4	4	4	3	3	3	3	3	4	3	3	4	3	2	3	3	3	3.2	3	3	3	2	2	3	2	3	3	4	3	3	3	2.9	0.103	89.7%	93.8%	80.0%	87.1%	25.0%	6.7%	16.1%		
5	4	3	3	3	2	3	3	3	3	4	2	4	4	4	3	4	3.3	3	4	4	4	4	2	4	4	3	4	4	4	4	3.7	0.085	91.5%	87.5%	93.3%	90.3%	37.5%	73.3%	54.8%		
6	3	3	2	3	3	3	3	2	3	2	2	3	2	2	2	3	2.6	3	2	3	3	2	2	3	3	2	2	1	2	2	2	2.3	0.150	85.0%	56.3%	33.3%	45.2%	0.0%	0.0%	0.0%	
7	3	3	2	4	3	3	4	3	3	3	2	3	2	3	2	2	2.8	1	2	1	1	4	2	2	2	2	1	2	3	2	2	2.0	0.006	99.4%	68.8%	20.0%	45.2%	12.5%	6.7%	9.7%	
8	3	3	3	3	2	3	3	3	3	4	3	3	2	3	3	3	2.9	4	4	3	3	2	3	3	4	3	3	2	3	3	3	3.1	0.000	50.0%	87.5%	86.7%	87.1%	6.3%	20.0%	12.9%	
9	3	3	4	2	2	3	4	3	4	4	2	3	3	3	3	3	3.1	4	3	3	3	2	3	3	4	3	3	2	3	3	2.9	0.577	42.3%	81.3%	80.0%	80.6%	25.0%	13.3%	19.4%		
10	4	4	3	2	3	3	3	4	2	2	2	3	3	3	2	2.9	3	3	4	3	4	3	2	3	2	1	2	1	2	2	2.5	0.181	81.9%	68.8%	46.7%	58.1%	18.8%	13.3%	16.1%		
11	2	2	1	2	2	2	2	2	2	1	1	2	2	2	2	2	1.8	3	2	2	3	2	3	2	3	3	2	2	2	2	2.4	0.001	99.9%	0.0%	40.0%	19.4%	0.0%	0.0%	0.0%		
12	2	2	2	2	1	2	2	3	2	3	3	2	3	3	3	2.4	1	1	2	3	2	3	2	2	2	2	3	1	2	2	2.0	0.113	88.7%	43.8%	20.0%	32.3%	0.0%	0.0%	0.0%		
13	3	3	2	3	2	3	3	2	3	3	3	3	3	4	3	3	2.9	3	3	4	3	2	2	3	3	4	4	3	3	4	3.2	0.142	85.8%	81.3%	86.7%	83.9%	6.3%	33.3%	19.4%		
14	2	2	3	3	3	2	2	2	2	3	1	2	2	2	2	2	3.2	3	2	3	2	2	3	3	2	3	4	3	2	2	2.3	0.916	8.4%	37.5%	33.3%	35.5%	0.0%	0.0%	0.0%		
15	3	3	3	3	2	3	3	3	3	2	3	2	3	3	2	3	2.8	3	3	4	3	2	3	3	4	2	2	3	2	3	3	2.9	0.564	43.6%	75.0%	73.3%	74.2%	0.0%	13.3%	6.5%	
16	2	1	1	2	2	3	2	2	3	2	1	3	3	2	1	3	2	2.1	2	3	4	2	3	3	3	3	4	2	3	3	3	2.9	0.002	99.8%	31.3%	80.0%	54.8%	0.0%	13.3%	6.5%	
17	4	3	3	3	2	3	3	3	3	3	2	3	3	3	3	3	2.9	2	2	3	2	3	3	3	3	3	1	2	2	2	2.3	0.005	99.5%	87.5%	40.0%	64.5%	6.3%	0.0%	3.2%		
18	2	2	3	2	2	3	2	2	3	2	3	4	2	3	3	2	2.5	3	4	2	4	3	3	4	4	3	3	3	3	3	3.3	0.002	99.8%	43.8%	93.3%	67.7%	6.3%	33.3%	19.4%		
19	2	2	1	3	3	3	2	2	3	3	3	3	2	2	2	2	2.5	3	3	2	3	2	3	3	4	3	3	3	3	3	3	3.0	0.087	91.3%	56.3%	80.0%	67.7%	0.0%	6.7%	3.2%	
20	3	2	3	2	4	3	4	3	3	3	2	3	3	3	3	3	2.9	3	3	2	2	3	3	3	3	3	2	3	3	3	3	2.8	0.449	55.1%	81.3%	80.0%	80.6%	12.5%	0.0%	6.5%	
21	4	4	3	2	3	3	4	4	3	3	3	3	3	3	3	4	3.3	3	3	3	4	3	2	2	3	2	4	2	2	2	2.7	0.034	96.6%	93.8%	60.0%	77.4%	31.3%	13.3%	22.6%		
22	2	2	2	3	2	2	3	1	2	2	3	2	2	2	2	2	2.2	3	2	3	2	3	2	2	2	2	2	2	2	2	2.3	0.664	33.6%	25.0%	26.7%	25.8%	0.0%	0.0%	0.0%		
23	2	2	1	1	2	2	2	2	2	2	2	2	2	2	2	2	3	2.0	3	3	2	2	3	2	2	2	1	2	2	2	2.3	0.155	84.5%	12.5%	46.7%	29.0%	0.0%	0.0%	0.0%		
24	3	3	2	3	1	3	2	3	3	4	4	3	2	3	2	3	2.8	4	4	4	3	4	3	3	3	3	3	2	3	2	3	3.1	0.210	79.0%	68.8%	86.7%	77.4%	12.5%	20.0%	16.1%	
25	3	4	3	3	3	3	2	3	2	2	4	3	3	3	2	3	2.9	3	3	4	3	3	2	3	3	2	3	4	3	3	3	3.0	0.551	44.9%	75.0%	86.7%	80.6%	12.5%	13.3%	12.9%	

Question	HRM Respondents																Accounting Respondents																t Test	Significantly Different	HRM Imp or V-Imp	Accounting Imp or V-Imp	Overall Agr or SA	HRM V-Imp	Accounting V-Imp	Overall Agr or SA
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	MR	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15								
1	4	3	3	3	4	3	4	4	3	3	4	3	3	3	4	3	3.4	3	3	2	3	4	3	3	2	3	2	3	2	3	2	2.7	0.003	99.7%	100.0%	65.7%	83.9%	37.5%	6.7%	22.6%
2	4	4	3	3	4	4	2	4	4	4	3	3	3	3	3	4	3.4	4	3	3	3	4	4	2	3	4	2	4	3	4	3	3.3	0.483	51.7%	93.8%	86.7%	90.3%	50.0%	40.0%	45.2%
3	3	4	4	2	3	4	2	3	4	3	3	3	3	4	3	3	3.2	3	3	4	2	4	2	3	4	3	2	2	3	3	2	2.9	0.214	78.6%	87.5%	66.7%	77.4%	31.3%	20.0%	25.8%
4	4	4	3	3	3	3	3	4	3	3	3	2	2	3	2	3	3.0	3	3	4	3	2	3	3	3	3	4	3	3	3	3	3.1	0.738	26.2%	81.3%	93.3%	87.1%	18.8%	13.3%	16.1%
5	4	3	3	3	2	3	3	3	3	4	4	4	2	4	4	4	3.0	3	4	2	4	4	4	3	4	4	4	4	4	4	3.6	0.241	75.9%	87.5%	93.3%	90.3%	43.8%	66.7%	54.8%	
6	3	3	2	3	3	3	3	2	3	2	3	3	2	2	3	3	2.7	3	2	2	3	2	2	2	3	2	2	1	2	2	2	2.1	0.004	99.6%	68.8%	20.0%	45.2%	0.0%	0.0%	0.0%
7	3	3	2	4	3	3	4	3	1	2	1	1	4	2	2	2.5	3	3	2	3	2	3	2	2	2	1	2	3	2	2	2.3	0.588	41.2%	50.0%	40.0%	45.2%	18.8%	0.0%	9.7%	
8	3	3	3	2	3	3	4	4	3	3	2	3	3	3	3	3	3.0	3	4	3	3	2	3	3	4	3	3	2	3	3	3	3.0	1.000	0.0%	87.5%	86.7%	87.1%	12.5%	13.3%	12.9%
9	3	3	4	2	2	3	4	3	4	3	3	2	3	3	2	2.9	4	4	2	3	3	3	3	3	3	3	2	3	3	3	3.1	0.577	42.3%	75.0%	86.7%	80.6%	18.8%	20.0%	19.4%	
10	4	4	3	2	3	3	3	3	3	4	3	4	3	2	3	3.1	4	2	2	2	3	3	3	3	2	2	1	2	1	2	2	2.2	0.001	99.9%	87.5%	26.7%	58.1%	25.0%	6.7%	16.1%
11	2	2	1	2	2	2	2	2	3	2	2	3	2	3	2	2	2.2	2	2	1	1	2	2	2	2	2	2	2	2	2	2.0	0.341	65.9%	25.0%	13.3%	19.4%	0.0%	0.0%	0.0%	
12	2	2	2	2	1	2	2	3	1	1	2	3	2	2	2	2	2.0	2	3	3	2	3	3	3	3	2	2	3	1	2	2	2.4	0.089	91.1%	18.8%	46.7%	32.3%	0.0%	0.0%	0.0%
13	3	3	2	3	2	3	3	2	3	3	4	3	2	2	3	3	2.8	3	3	3	3	3	4	3	3	4	4	3	3	4	4	3.3	0.005	99.5%	68.8%	100.0%	83.9%	6.3%	33.3%	19.4%
14	2	2	3	3	3	2	2	2	3	2	2	2	2	3	2	2	2.4	2	2	3	1	2	2	3	2	3	3	2	2	2	2.2	0.229	77.1%	43.8%	26.7%	35.5%	0.0%	0.0%	0.0%	
15	3	3	3	2	3	3	3	3	4	3	2	3	3	3	4	3	3.0	3	2	3	2	3	3	2	3	2	2	2	2	2	2.6	0.038	96.2%	87.5%	60.0%	74.2%	12.5%	0.0%	6.5%	
16	2	1	1	2	2	3	2	2	3	2	2	3	3	3	3	3	2.4	2	2	3	2	1	3	2	3	3	4	2	3	3	3	2.6	0.564	43.6%	50.0%	60.0%	54.8%	6.3%	6.7%	6.5%
17	4	3	3	3	2	3	3	2	2	3	2	3	2	3																										

Who should drive HRA implementation - Section G Part II

Teams	Software Industry Respondents																Manufacturing / Retail Respondents																t Test	Significantly Different	Software Agr or SA	Manu/ Retail Agr or SA	Overall Agr or SA	
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	MR	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15						MR
HRM	1	1	0	1	1	0	0	1	0	1	0	1	0	1	1	0	0.6	0	1	1	0	0	1	1	0	0	0	0	0	1	0	1	0.4	0.382	61.8%	56.3%	40.0%	48.4%
ACC	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0.2	0	0	0	1	0	0	0	1	0	0	0	1	0	1	0	0.3	0.614	38.6%	18.8%	26.7%	22.6%
CF	0	0	1	0	0	1	0	0	1	0	1	0	0	0	0	0	0.3	1	0	0	0	1	0	0	0	1	1	1	0	0	0	0	0.3	0.625	37.5%	25.0%	33.3%	29.0%


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