

Human Capital Value and Uniqueness, Human Resource Management Practices and Human Resource Configurations: A Study of Software Development Firms

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Abstract - This paper investigates whether human capital value and uniqueness embodied in employees make variations in human resource management practices and human resource configurations that used to manage them. In this study, human resource management practices of job design, recruitment and selection, training and development, performance appraisal and compensation were explored. Self-administered survey questionnaire was used as the main method of data collection. A random sample of employees attached to software development firms in Sri Lanka responded. The findings led to suggest that the firms tend to acquire individuals with the needed skills and experience from the labour market. The premium on industry experience is very high in compensation decisions. Further, the emphasis given to promotion within is minimal. Furthermore, firms provide training for short-term productivity and emphasize continuous feedback on performance with short-term results orientation.