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The Impact of High Performance Work Systems on Job Satisfaction of Executives in the Banking Sector in Sri Lanka

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Area of the Study

According to Godard[1], higher levels of High Performance Work Systems (HPWS) adoption are engaged with deduction of employee empowerment, belongingness, task involvement, and finally employee job satisfaction, commitment and citizen behavior. Studies demonstrate that job satisfaction is positively related to HPWS[2]. In this scenario of increasing employee job satisfaction, there is a need of practicing a high performance work system in an organization.

Problem

Although HPWS is an emerging and important concept in current business world, there are very few consideration given by Sri Lankan researchers on this concept. Therefore there is a necessity of conducting researches to find out the impact of HPWS practices in Sri Lanka to understand the effectiveness of HPWS in the Sri Lankan context. Therefore, the problem of the study is: *How HPWS impact on job satisfaction of executive employees in the banking sector in Sri Lanka*?

Conceptual Framework
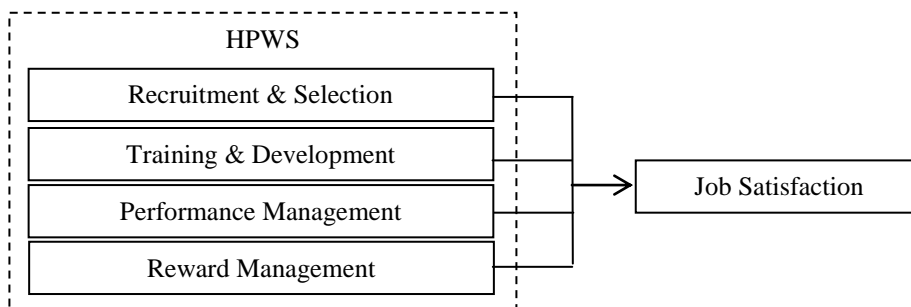
Method

The data were collected from a randomly selected sample of 132 executive employees in the banking sector in Sri Lanka by administrating a structured questionnaire, which consisted of 48 questions / statements with 5 points scale. The questionnaire for measuring high performance work systems known as Chuang and Liao originally developed questionnaire in 2010 and the questionnaire for measuring employee job satisfaction known as Minnesota Satisfaction Questionnaire (MSQ), which was originally developed by Wess, Dawis, England and Lofquist in 1967 (cited in Udayakumar 2003). The data analysis included the univariate and bivariate analyses.

Reliability

Table: 1 Results of Reliability

Instruments	Test-retest coefficient	Cronbach's Alpha
High Performance Work System	0.729	0.776
Job Satisfaction	0.760	0.801

Data Analysis

Table 2: Univariate Analysis

	HPWS	JS
Mean	4.0916	4.5654
Std. Error of Mean	.02858	.01518
Median	4.2174	4.6000
Mode	4.22a	4.55
Std. Deviation	.27708	.14720
Variance	.077	.022
Skewness	-.627	-1.367
Std. Error of Skewness	.249	.249
Kurtosis	-.486	2.109
Std. Error of Kurtosis	.493	.493
Minimum	3.35	4.00
Maximum	4.43	4.75

Table 3: The Pearson's Correlation between Independent Variable and Dependent Variable

		HPWS	JS
HPWS	Correlation	1	.609
	Sig. (1-tailed)		.000
JS	Correlation	.609	1
	Sig. (1-tailed)	.000	

Correlation is significant at the 0.01 level (1-tailed)

Table 4: Simple Regression Results

Variable	HPWS
Method	Linear
R Square	.370
Adjusted R Square	.364
F	54.126
Significance	.000
B-constant	3.242
b-value	.323

Findings

Finding of the study is that HPWS was averagely and positively correlated with job satisfaction of executives in the banking sector in Sri Lanka. As R squared, 36.4% of the variance of HPWS is explained by the job satisfaction of the sample.

Conclusion

It is concluded that there is an averagely positive impact of the HPWS on job satisfaction of executives in the banking sector in Sri Lanka

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