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The Impact of High Performance Work Systems on Job Satisfaction: An Investigation of Executives in Public Sector Banks in Colombo District, Sri Lanka

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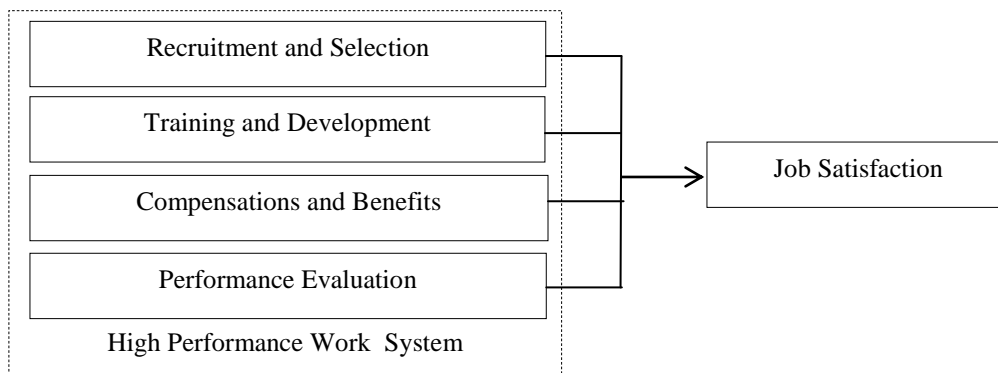
Area of the Study

Job satisfaction is one of the most widely studied job related attitudes in the fields of industrial and organizational psychology, and organizational behavior. And also High Performance Work Systems (HPWS) is an emerging concept in today's context in most of the industries especially in the public banking sector. Therefore, this study attempts to discuss the impact of HPWS on job satisfaction of executives in public banks.

Problem

The main objective of this research study is to identify the relationship between HPWS and job satisfaction of executives in public banks in the Colombo district, Sri Lanka. The research problem of this study is: *'Is there a relationship between HPWS and job satisfaction of executives in public banks in Colombo district of Sri Lanka?'*

Conceptual Framework



Hypotheses

- H₁: There is no positive impact of HPWS on job satisfaction of executives in public sector bank.
 H₂: There is a positive impact of HPWS on job satisfaction of executives in public sector bank.

Method

The data were collected from a randomly selected sample of 131 banking executives in selected public banks in Colombo district and used a structured questionnaire, which indicated the statements of HPWS and job satisfaction with 5 points Likert scale. The data were analyzed using univariate analysis, correlation and regression analysis with the SPSS computer package.

Measures

HPWS: Questionnaire developed by Chung and Liao (23 items)¹

Job Satisfaction: Questionnaire developed by Weiss et al. (10 items)²

Reliability

Table 1: Cronbach’s Alpha Coefficients

Instrument	Cronbach’s Alpha
HPWS	.821
Job Satisfaction	.740

Data Analysis

Table 2: Determinants of HPWS

HPWS	Mean	Standard Deviation	Rank
Recruitment and Selection	3.5689	0.78471	3
Training and Development	3.3761	0.85624	4
Compensation and benefits	3.9182	0.65472	1
Performance evaluation	3.7892	0.65482	2

Table 3: Determinants of Job Satisfaction

Job Satisfaction	Mean	Standard Deviation	Rank
Compensation	3.6658	0.90249	1
Work Itself	3.5256	0.92885	4
Promotion Opportunity	3.5733	0.92650	3
Supervision	3.4062	0.98573	6
Status	3.5173	0.93761	5
Working Conditions	3.6292	0.91345	2

Table 4: Correlation Test

Pearson Correlation	0.532**
Sig. (1-tailed)	0.000

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

Table 5: Results of Regression Analysis

Method	Linear
R square	0.531
Adjusted R Square	0.328
F	61.13
Significance	0.000
B-constant	0.778
b-value	0.657

Findings

1. There is an average and positive relationship between HPWS and job satisfaction of the executives in the public sector banks.
2. As R squared, 32.8% of the variance of job satisfaction is explained by HPWS.

Conclusion

The conclusion of the study is that there is moderate impact of HPWS on the job satisfaction of executives in the banking sector. Therefore, the management of the public banks has to upgrade the practices of recruitment & selection, training & development, compensation and performance evaluation for the purpose of increasing job satisfaction of the executives.

Note:

1. Chuang, C & Liao, H 2010, 'Strategic Human Resource Management in Service Context: Taking Care of Business by Taking Care of Employees and Customers', Personnel Psychology, vol. 63, no. 1, pp. 153-196.
2. Weiss, DJ, Dawis, RV, England, GW & Lofquist, LH 1967, Manual for the Minnesota Satisfaction Questionnaire, Industrial Relations Center, Minneapolis, University of Minnesota.



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