

## **Impact of High-Performance Human Resource Management Practices and Employee Engagement on Role Performance: With Reference to Non-Academic Staff of State Universities in Sri Lanka**

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A well-established administrative system such as a High-Performance Human Resource Management Practice (HPHRMP) is needed to achieve the expected performance in handling human resources and administrative tasks. The purpose of this study is to examine the effect of HPHRMP on employee role performance through employee engagement among non-academic staff in state Universities, in Sri Lanka. To achieve this purpose, data were collected using a structured questionnaire from a sample of 334 non-academic staff from the state universities in Sri Lanka. The sample was selected using the stratified random sampling method, and data collection was limited to one point in time. To test the hypotheses, the hierarchical linear regression and Sobel test were used to analyze the mediation hypothesis. Supporting our hypotheses, the results of this study showed that HPHRMP has a direct impact on role performance. In addition, the results of the mediation analysis showed that HPHRMP influences employee role performance through employee engagement. These findings are comparable with previous research, and the findings contribute to enhancing the resourced-based theory including psychological resources such as expertise, promotion and opportunities for human resources, healthy working climate, and leadership skills causing more engagement among the employees. The practical implications are discussed.

**Keywords:** *Employee Engagement, High Performing Human Resource Management Practices, Non-academic Staff, Resource-based Theory*

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