

High Performance Work Practices and Human Resource Outcomes of Commercial Banks in Sri Lanka

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Abstract

In the past two decades researchers have made a tremendous effort to study the relationship between High Performance Work Practices (HPWPs) and various organizational outcomes such as organizational performance, productivity, customer satisfaction etc. But very few studies have been conducted to identify the relationship between HPWPs and Human resource outcomes. This study outlines the relationship between HPWPs and human resource outcomes of managers of commercial banks in Sri Lanka. The sample consists of 60 managers employed in leading three private sector commercial banks. The main objectives of this study were to identify the HPWPs adopted by commercial banks in Sri Lanka and to identify the relationship between the adoption of HPWPs and human resource outcomes. The independent variable representing HPWPs include the following eight dimensions; Selective Hiring, Extensive Training, Sharing of Information, Empowerment, Symbolic Egalitarianism, High Wages, Incentives based on Performance Management, Promotions from Within, while the dependent variable Human resource outcomes were analyzed under three dimensions namely; Job Satisfaction, Knowledge Sharing and Ethical Behaviour of managers. Data was analyzed by using correlation coefficient technique. The statistical results of this study revealed that there is a positive significant association between adoption of HPWPs and Job Satisfaction, Knowledge Sharing and Ethical Behavior of bank managers in Sri Lanka.

Key Words: High performance work practices, Job satisfaction, Knowledge sharing ethical behavior