THE IMPACT OF HUMAN RESOURCE PRACTICES AMONG ACADEMIC STAFF ON WORK PERFORMANCE THROUGH JOB SATISFACTION: THE CASE OF STATE UNIVERSITIES IN SRI LANKA

LAKMINI V.K. JAYATILAKE

Department of Commerce and Financial Management, Faculty of Commerce and Management Studies,
University of Kelaniya, Sri Lanka
E-mail: lakminij@kln.ac.lk

Abstract— The impact of human resource management practices on the organizational performance is an important topic in the field of human resource management, industrial relations and industrial and organizational psychology. The main purpose of this study is to identify the impact of perceived human resource practices among academic staff on work performance through job satisfaction in state universities in Sri Lanka. To fill this gap the relationship between human resource practices and job performance and job satisfaction have been further examined. There is no substantive empirical study that has been conducted to investigate the relationship between human resource practices, job performance, and job satisfaction in state universities in Sri Lanka.

A survey-based descriptive research design was used. Data was collected from the 100 sample of academicians. Convenience sampling used as the sampling technique and 125 questionnaires were circulated to obtain the data. Questionnaire was consisting with three sections, namely, perceived human resources practices information work performance information and job satisfaction information. The questionnaire responses are drawn on a five point Likert Scale. Secondary data was collected through reports. The stepwise correlation and regression analysis, mediation analysis and p-value were used to confirming the research hypothesis.

As the results of hypothesis testing all the four hypothesis are accepted, so it is concluded that perceived human resource practices and employee's job satisfaction have positive correlation and significant impact on their work performance in state universities in Sri Lanka. Further, the result revealed that there is a positive relationship between perceived human resources practices and job satisfaction. It was found that there is a positive relationship between job satisfaction and work performance among academicians in state universities in Sri Lanka. As a mediation factor, job satisfaction does not influence work performance in those organizations. Although HR practices has great affect to increase employees work performance, as a mediation factors the job satisfaction is negatively affected to reduce that the relationship of HR practices and work performance.

Employees are interested to work in the organization as well as the services where they get more satisfaction. It is human behavior, employee satisfaction and work performance have always been important issues for management of an organization.

Keywords: Human Resource Practices, Job Satisfaction, Job Performance, State Universities, Academicians.

I. INTRODUCTION

Human resources are the only drivers and principal that create value of the output of the any organization and they are the intellectual capital or the 'infrastructure investment' of the organization. Therefore, attracting, training, retaining and motivating employees are the critical success determinants for any organization. Nowadays organizations invest a lot on the employees in terms of induction and training, developing and maintaining and retaining them in the organization. Human Resource Management (HRM) plays significant role in service sector as the success of business depends on service delivery given to the customers by the employees (Guest 2002; Ramu 2008).

Timmer (2004) states that it is necessary to understand which factors influence manager's job satisfaction levels because satisfied managers will improve the overall effectiveness of an organization. Various studies have also found positive relationship between job satisfaction and other factors that are considered as important to organizational success, for example employee motivation, employee performance, retention, leadership style and employee self-esteem (Ramu 2008, Huda et.al 2007, Guest 2002, Harley 2002 and Sarker 2014). There have been widespread discussions about the relationship between job satisfaction and job performance (Timmer 2004, Selladurai1991). The findings of the studies have been contradictory, some studies have concluded that job satisfaction leads to increased job performance while others have concluded the opposite. The findings of selladurai (1991) suggest that the relationship is of a cyclic nature: increased job satisfaction leads to increased job performance which in turn leads to increased job satisfaction.

Sarker (2014) looked HRM practices in private commercial banks sector in Bangladesh and related their human resource practices to their organizational performance. Sarker's study shows a significant relationship between performance and the effectiveness of their HR functions including salary,

benefits, appraisal, decision making power of employees, leadership characteristics and training and development. There is increasing interests in the notion that complementary 'bundles' of human resource practices enhance organizational performance (Ahamad and Schroeder 2003, Becker and Huselid 1998,).

This study is based to find the impact of the perceived human resources practices among academic staff on work performance through job satisfaction in state universities of Sri Lanka. It is human behavior, employee satisfaction and work performance that have always been important issues for management of an organization. Satisfied employees tend to be more productive, creative and committed to their employers and recent studies have shown a direct correlation between human resource practice and work performances through job satisfaction. Through the extensive literature review undertaken it is identified that there are no much research have done relating to human resource practices and work performances through job satisfaction in local environment.

II. RESEARCH PROBLEM

State universities of Sri Lanka requires right people for the right job to implement the International Standards and Recommended Practices in the service industry of Higher Education in Sri Lanka. Human Resource Management practices are important and necessary to be implemented in state universities of Sri Lanka to attract the high organizational performance in Higher Education sector. It was important to conduct a research to identify the impact of perceived human resources practices among academic staff on work performance through job satisfaction in state universities in Sri Lanka. However, no substantive empirical study has been conducted to investigate, the impact of perceived human resource practices through work performance to job satisfaction in state universities of Sri Lanka. This was the research gap that was primarily addressed in this research. Accordingly the research questions are,

- Is there a relationship between human resource practices and work performance?
- Is there a relationship between human resource practices and job satisfaction?
- Is there a relationship between job satisfaction and work performance?
- Is there a relationship between perceived human resource practices among academic staff on work performance through job satisfaction in State Universities in Sri Lanka?

III. RESEARCH OBJECTIVES

The main objective of this study is to identify the impact of the perceived human resources practices among academic staff on work performance through job satisfaction in state universities in Sri Lanka. The specific objectives are,

- To identify the relationship between human resource practices and work performance.
- To identify the relationship between human resource practices and job satisfaction.
- To identify the relationship between job satisfaction and work performance.

IV. LITERATURE SURVEY

Higher education, also called tertiary third stage, or post-secondary education, is the non-compulsory educational level that follows the completion of a school such as high school or secondary school. Tertiary education is normally taken to include Undergraduate and Postgraduate education, as well as vocational education and training colleges and universities mainly provide tertiary education. Collectively these are sometimes knows as tertiary institutions. Individuals who complete tertiary education generally receive certificates, diplomas or academic degrees.

Higher education typically involves work towards a degree-level or foundation degree qualification.University education includes teaching, research, and social services activities and it includes both the undergraduate level and the graduate level. In Sri Lanka, campuses can be private like APIIT City Campus, SLIIT and public or semi government like the University of Kelaniya, Ruhuna, Wayamba, Sri Jayawardenepura and Colombo. A number of career specific courses are now available to students through the internet.

University Grants Commission (2014) reported that there are around 5610 teaching staff and more than 10957 non-teaching staff members in the all 15 State Universities in Sri Lanka.

4.1 The Relationship between Human Resources Practices and Work performance

The impact of human resource management policies and practices on firm performance is an important topic in the fields of human resource management, industrial relation and industrial and organizational psychology (Guest 2002, Jones and Wright 1992, Huda 2007). The relationship between economic/organizational performance and HRM has been explored by Sarker (2014), and measured as the self-ranking relative to its competitors in terms of profitability; labour productivity and quality of the products/services, firm performance is examined in relation to individual HRM practices (recruitment, training, performance evaluation and monetary payments). The reported evidence for (Dessler 2008) suggests that labour productivity and/or organizational performance are positively related to diverse features of HR management systems such as recruitment and selection (KochyMcGrath 1996),

training programmes (Sarker 2014), performance evaluation (McDuffie 1995), compensation and benefits (Saker 2014) and innovative practices (Hunjuri 2011).

4.2 The Relationship between Human Resource Practices and Job satisfaction

HR practices and job satisfaction are studied widely in different parts of the world. It is assumed that HR practices are closely associated with job satisfaction (Asta and Zivilc 1996). Sound HR practices result in better level of job satisfaction which ultimately improves organizational performance (Oyenly et.al 2014). Delaney and Huselid (1996) studied eleven practices that are personnel selection, performance appraisal, incentive compensation, job design, empower of decision, information sharing, attitude assessment, labour management participation, recruitment efforts, employee training and promotion and all have significant effect on job satisfaction. Javel et.al (2012) investigate the impact of HRM practices on employee job satisfaction in public sector of Pakistan. They make use of these practices, training and development, reward and recognition and their findings showed that recognition and training and development are a key source of employee job satisfaction in public sector of Pakistan, while reward did not have any significant impact upon employee job satisfaction.

4.3 The Relationship between Job Satisfaction and Work Performance

There have been widespread discussions about the relationship between job satisfaction and job performance (Timmer 2004, Gerhart 2007, Selladurai 1991, Delaney and Huselid 1996, Christen et.al 2006). The findings of the studies have also been contradictory, some have suggested that satisfaction causes performance while other state that performance causes satisfaction. The frame work presented by Timmer (2004), adapted from Porter and Lawler, alludes to the fact that improved performance leads to higher job satisfaction. However, Arnolds and Boshoff (2000) tend to argue the opposite case. They propose that the needs theory state that by striving to satisfy one's needs, they are satisfied and are therefore motivated to increase their job performance. However, Selladurai (1991) concluded that there is no empirical evidence to support either causal relationship (satisfaction causes performance or performance causes satisfaction). The findings of Selladurai (1991) suggest that the relationship is of a cyclic nature; increased job satisfaction leads to increased job performance, which in turn leads to increased job satisfaction.

V. RESEARCH HYPOTHESIS

Hypothesis 1: There is a relationship between human resource practices and work performance.

Hypothesis 2: There is a relationship between human resource practice and job satisfaction.

Hypothesis 3: There is a relationship between job satisfaction and work Performance.

Hypothesis 4: There is a relationship between perceived human resource practices and work performance through job satisfaction.

VI. RESEARCH METHODOLOGY

This research study used a deductive approach based on quantitative method. Primary data and the secondary data are both used in order to conduct the research. The primary data was collected by using a questionnaire. The secondary data was collected by referring existing records and data bases in UGC including policy manuals. Also books, journals and international and national survey details were used as secondary data.

In this study population refers to the academic staff of five universities (University of Kelaniya, Wayamba, Ruhuna, Colombo and Sri Jayawardenepura). For the sample 100 employees were selected from five universities. Convenience sampling used as the sampling technique. Questionnaire was consisting with three sections, namely, perceived human resources practices information and work performance information and job satisfaction information. The questionnaire responses are drawn on a five point Likert Scale.

Data analysis was conducted using both descriptive statistics and inferential statistics. Frequency distribution related statistics such as mean, standard deviation, used to analyse the four relationships among the human resource practices and work performance, human resource practice and job satisfaction, job satisfaction and work performance and finally used to analyse the data find the relationship between human resource practices on work performance through job satisfaction variables. Inferential statistics such as correlation analysis and multiple regression used to analyse the data. In order to minimize the errors in analyzing data, SPSS software was used for the data analysis process.

FINDINGS AND CONCLUSION

Summary of the Hypothesis

It was found that there is a positive relationship between human resources practices and work performance. The correlation between these variables was 0.578, which is significant at 0.000 level. This correlation was found moderate positive correlation of 0.578 at it is higher than the lower bound of strong correlation (0.5). The result revealed that there is a positive relationship between perceived human resources practices and job satisfaction. The correlation between these variables was 0.767, which is significant at 0.000 level. This correlation was found to be strong as it is higher than the lower bound of strong correlation (0.5). It was found that there is a

positive relationship between job satisfaction and work performance in state universities of Sri Lanka. The correlation between these variables was 0.412, which is significant at 0.000 level. This correlation was found to be moderate as it is lower than the lower bound of strong correlation (0.5). It is concluded that job satisfaction is positively affect to increase the work performance in state universities of Sri Lanka. The result of multiple regression analysis, human resources practices through job satisfaction was found to have a positive impact on work performance with the strength of β value of 0.667.

Key Findings of Correlation and Regression Analysis.

The result of simple regression analysis, human resource practices were found to have a positive impact on work performance with the strength of β value of 0.357. The result of simple regression analysis, human resources practices was found to have a positive impact on job satisfaction with the strength of β value of 0.777. The result of simple regression analysis, job satisfaction was found to have a positive impact on work performance with the strength of β value of 0.421. The result of multiple regression analysis, human resources practices through job satisfaction was found to have a positive impact on work performance with the strength of value of 0.667.

Key Findings to Mean and Standard Deviation Analysis for Independent, Intervenient and Dependent Variables.

The mean score for the HR practices is 3.10 which closer to score 3. It means is close to 'Average Agree Level'. It is indicated to respondent's answer close to 'neither agree not disagree'. There is no strong satisfaction with perceived HR practices, the most of academicians who are working in universities of Sri Lanka. The standard deviation for perceived HR practices is 0.297 that is small value means data points are clustered around the mean. As well as the mean score for the intervening variable of job satisfaction is 3.05 which closer to score 3. It is also close to 'Average Agree Level'. It's included neither agree nor disagree. There is no strong job satisfaction level among the most of academicians who are, working in universities of Sri Lanka. According to the analyzed data,employees job satisfaction level is given a fair value. It is not a strong level within organizations. The standard deviation for job satisfaction level is 0.225 that is small value means data points are clustered around the mean.

Mean score for the dependent variable of work performance is given 3.67. It is closer to score 4. It is close to 'Agree Level'. It is concluded that most of the respondents were satisfied with perceived work performance in universities of Sri Lanka.

Although HR practices and job satisfaction is given an average to 'Agree Level' mean value, but the work performance has been scored satisfactory level mean value in universities in Sri Lanka. The standard deviation for perceived HR practices is 0.161 that is small value means data points are clustered around the mean.

Mediation Effect for Independent, Intervene and Dependent variables.

On the research study mediation effect given a minus value as -0.078. Through this negative effect is not strong, result of the sobel test revealed that this mediation effect is significant. This study concluded that the mediation effect between perceived HR practices on work performance through job satisfaction in universities of Sri Lanka is not strong. As a mediation factor, job satisfaction is not influential to work performance in universities of Sri Lanka. Although HR practices has great affect to increase employee work performance, as a mediation factor, the job satisfaction is negatively affected to reduce the relationship of HR practices and work performance.

REFERENCES

[1] Ahmad, S and Schroeder, R.G (2003), The impact of human resource management practices on operational performance: recognizing country and industry differences, Journal of Operations Management, 21(1) 19-43.

[2] Arnolds, C.A and Boshoff, C (2001), The Challenge of motivating top management; A need satisfaction perspective, Journal of Industrial Psychology, 27 (1), 39-42.

[3] Asta, S and Zivile, S (2011), Human resource management practices linkage with organizational commitment and job satisfaction, Economic and Management Review 16, 921-927.

[4] Backer, B.E and Huselid, M.A (1998), High performance work system and firm performance and synthesis of research and managerial implications in Research in Personal and Human Resource Management.

[5] Christen, M, Lyer, G and Soberman, D (2006), Job satisfaction job performance and effort: A re-examination using agency theory, Journal of Marketing 70, 137-150.

[6] Dessler, G (2008), Human Resource Management (11th edition), New Delhi, Prentice Hall of India Private Ltd.

[7] Delaney, J.T and Huselid, M.A (1996), 'The impact of human resource management practices on perceptions of organizational performance', Academy of Management Journal 39(4): 949-969.

[8] Gerhart, B (2007), 'Modeling HRM and performance linkages', In P.Boxall, J, Purcell and P, Wright (eds). The Oxford Handbook of Human Resource Management, Oxford: Oxford University Press.

[9] Guest, D (2002), Human Resource Management, corporate performance and employee wellbeing: Building the worker into HRM. The Journal of Industrial Relations, 44(3), 335-358.

[10] Harley, B (2002), Employee Responses to high work performance system practices, An analysis of AWIRS 95 Data, The Journal of Industrial Relations, 44 (9), 418-434.

[11] Huda, I (2007), HRM practices and challenges of non-government development or organization; an empirical study on Bangladesh, Journal of Management 9(1) 35-49.

[12] Javel, M, Dhned, M and Khan, M (2012), Impact of HR practices on employee job satisfaction in public sector organizations in Pakistan: Interdisciplinary Journal of Contemporary Research in Business, 4(1), 348-363.
[13] Jones, I and Wright, W (1992), US Department of Labour, 1993, Enhance retention of quality employees, Industrial Relations Research Association, 16-191.
[14] Mac Daffie (1995), Link between different HRM practices to performance, International Journal of Human Resource Management, Vol 6, 656-690.
[15] Munjuri, M, G (2011), The effect of human resource management practices in enhancing employee performance in catholic institutions of higher learning in Kenya, International Journal of Business Administration, Vol 2, No 4, 189-224.
[16] Oyeniyi, K.O, Afolabi, M.A and Olayanju, M (2014), Effect of human resource management practices on job satisfaction: An empirical investigation of Nigeria Banks, International Journal of Academic Research in Business and Social Sciences Vol 4, No 8, 243-251.
[17] Ramu, N (2008), Human resource management in cooperative banks in India, CAB CALLING, July-September, 2008, 67-72.
[18] Sarker, Md A.R (2014), Increasing employee job satisfaction as well as organizational performance through effective HRM practices in private commercial banking sector of Bangladesh, Journal of Economic and Sustainable Development, Vol 5, no 10, 157-168.
[19] Selladurai, R (1991), factors affecting job satisfaction-job performance relationship, American Business Review, 16-21.
[20] Timmer, B (2004). Job satisfaction; An analysis of middle managers in the South African police services: ActaCommercii, 4, 29-36.

★★★