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Impact of High Performance Work System on Job Performance of Executives in Large Scale Apparel Industry in Sri Lanka

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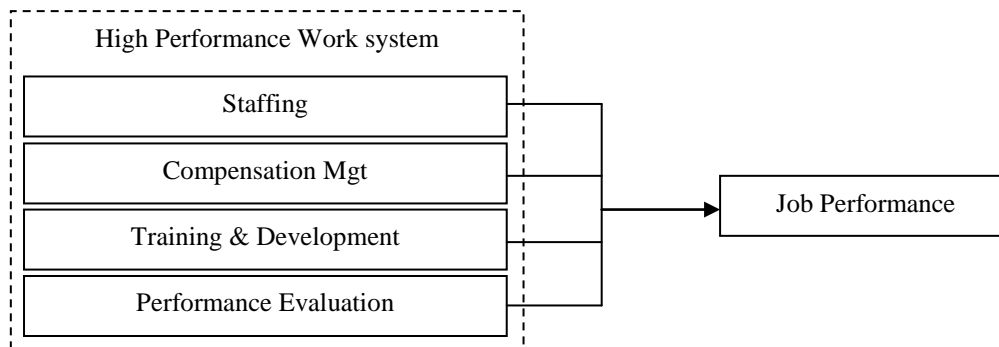
Area of the Study

As a significant determinant of job performance of employee, this study is to discuss the impact of High Performance Work System (HPWS) on job performance of executive workers in large-scale apparel industry in Sri Lanka.

Problem of the Study

In the Sri Lankan context, there are no sufficient empirical findings about the impact of HPWS on job performance of the workers. Therefore, the main objective of the study is to find out the impact of HPWS on the job performance of executives in the large scale apparel sector in Sri Lanka.

Conceptual Framework



Hypotheses

- H₁: There is a positive relationship between staffing and job performance of executives in large scale apparel industry in Sri Lanka.
- H₂: There is a positive relationship between compensation and job performance of executives in large scale apparel industry in Sri Lanka.
- H₃: There is a positive relationship between training & development and job performance of executives in large scale apparel industry in Sri Lanka.
- H₄: There is a positive relationship between performance evaluation and job performance of executives in large scale apparel industry in Sri Lanka

Method of the Study

The data were collected from a randomly selected sample of 361 executives in Large-scale apparel industry in Sri Lanka by administrating a structured questionnaire, which consisted of 67 Questions with five point Likert Scale. The data analysis included the bivariate analysis.

Reliability

Table 01: Reliability Results of the Instruments

Instruments	Test-Retest Coefficient	Cronbach's Alpha
Job Performance	0.71	0.728
High Performance Work System	0.84	0.918

Data Analysis

Table 02: Correlation Results

	Pearson Correlation	Sig (1-tailed)
Staffing	.331	.000
Compensation	.235	.000
Training & Development	.271	.000
Performance Evaluation	.371	.000

Table 03: simple Regression Results

	Staffing	Compensation	Training & Development	Performance Evaluation
R	.331	.235	.271	.371
R Square	.110	.055	.074	.138
Adjusted R Square	.107	.052	.071	.135
F	44.216	20.939	28.534	57.256
Sig.	.000	.000	.000	.000
Constant	3.692	3.828	3.807	3.750
b-value	.132	.098	.104	.119

Findings

1. There is average and positive relationship between staffing and job performance of the executives in the apparel sector.
2. There is average and positive relationship between compensation and job performance of the executives in the apparel sector.
3. There is weak and positive relationship between training & development and job performance of the executives in the apparel sector.
4. There is weak and positive relationship between performance evaluation and job performance of the executives in the apparel sector.
5. As R squared, 10.7% of the variance of job performance of executives is explained by the staffing.
6. As R squared, 5.2% of the variance of job performance of executives is explained by the compensation.
7. As R squared, 7.1% of the variance of job performance of executives is explained by the training and development.
8. As R squared, 13.5% of the variance of job performance of executives is explained by the performance evaluation.

Conclusion of the Study

The study revealed that there is positive relationship and impact of HPWS on job performance of executives in the large scale apparel sector in Sri Lanka. Among the activities, staffing and performance evaluations become the most significant than the compensation and training & development.



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