

THE INFLUENCE OF HIGH PERFORMANCE WORK SYSTEM ON EMPLOYEE ATTITUDES: A STUDY OF CAPITAL RELIANCE INVESTMENTS LTD

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In present days, organisations have recognized that they can gain competitive advantage in market place only if there are efficient employees. The company is practicing High Performance Work System (HPWS) to satisfy the employees and to get maximum productivity. In this context, the objective of this research is to identify the influence of HPWS on employee attitudes. A sample of 90 staff working in the CRI was selected for the study using random sampling method and questionnaires were used to collect data. The results revealed that HPWS positively influences the attitudinal dimensions namely job satisfaction and organizational commitment. Based on the study results, some valuable suggestions are provided to CRI. In addition, the results demonstrate a synergistic effect of HPWS, meaning that the combined effects of three sets of HR practices (skill-enhancing, motivation - enhancing and opportunity - enhancing practices) is greater the sum of each set taken individually. The cross - sectional nature of the study prevents the authors from inferring true causality between human resource management (HRM) practices and the attitudes of employees. Hence the future researchers may conduct a longitudinal study to find the association among the constructs. Future research could be extended to the other microfinance institutions in Sri Lanka.

Keywords: *Employee attitudes; High performance work system; Job satisfaction; Organisational commitment*
