THE INTERVENING EFFECT OF EMPLOYEE ENGAGEMENT ON THE RELATIONSHIP BETWEEN HIGH-PERFORMANCE WORK PRACTICES AND EMPLOYEE JOB PERFORMANCE

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Abstract

The aim of this study was to investigate the intervening role or the mediating role of employee engagement on the relationship between high-performance work practices (HPWPs) and employee job performance. This study is a quantitative study with minimum researcher interference. The type of investigation is correlational in a non-contrive study setting. The time horizon of the study is cross-sectional. The unit of analysis is managerial employees in public listed banks in Sri Lanka. The sample size is 135, and the population is approximately 710. Researchers used non-probability sampling. Data was gathered through a self-directed questionnaire. This study is an attempt to fill a population gap in employee engagement. Employee engagement leads to a high level of employee job performance, which is the dream of any chief executive officer. For that reason, both business and academic worlds have an aspiration to understand the essence of employee engagement. Based on theoretical and empirical justifications, a set of hypotheses were developed. There is a significant relationship between HPWPs and employee engagement. In order to enhance the level of employee engagement, the findings imply that HPWPs need to be used appropriately. It is suggested that the organization should give attention to high-performance work practices, i.e., realistic job preview, pay for performance, and symbolic egalitarianism, which the researchers used for this study.

Keywords: Employee engagement, Employee job performance, High-performance work practices (HPWP), Intervening effect