

FACTORS AFFECTING UNION PARTICIPATION IN PLANTATION INDUSTRY IN SRI LANKA: EVIDENCE FROM THREE PLANTATION COMPANIES

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ABSTRACT

This study explores the relationship between various predictors of Union Participation namely; Union Loyalty, Union Instrumentality, Union Commitment and Union Equity on employees' willingness to participate in union activities. A structured questionnaire was distributed among randomly selected sample of 60 non-executive employees from the total population of 200 non-executive employees in three highly unionized estates. These estates were selected from three large scale plantation companies in Sri Lanka. It was assumed that there is no significant difference of opinions of the employees in different estates in the same company since there is only one union for all the nonexecutive employees in all the three companies. The statistical results of the study revealed that Union Loyalty, Union Instrumentality, Union Commitment and Union Equity were positively associated with Union Participation.

Keywords: Union Participation, Union Loyalty, Union Instrumentality, Union Commitment Union Equity, Plantation sector

Introduction

Sidney & Webb (1965) stated that “A Trade Union, as we understand the term, is a continuous association of wage-earners for the purpose of maintaining or improving the conditions of their working lives”. Dankert (1948, P.1) formulates what he calls a comprehensive general definition, “A Trade Union is a continuing organization of employees established for the purpose of protecting or improving, through collective action, the economic and social status of its members”. According to Cole (1955, P. 13), “A Trade Union means an association of members’ economic interest in connection with their daily work”. In Cunnison’s (1930, P.13) view, “A Trade Union is a monopolistic combination of wage-earners who as individual producers are complementary to one another but who stand to employers in relation to dependence for the sale of their labour and even for its production, and that the general purpose of the association is in view of that dependence to strengthen their power to bargain with the employers or bargaining collectively.

Union Participation in Sri Lanka

In order to bargain with the employer on behalf of its members or to be recognized for bargaining purposes, Sri Lankan legislation requires that a trade union must be registered as such with the relevant authority. The Trade Unions Ordinance No. 14 of 1935 makes the registration of trade unions a pre-requisite to exercise rights granted under the Trade Unions Ordinance (TUO). A trade union is required to register under this statute to qualify for the privileges and immunities available under the Act and can do so with an initial membership of seven workers. While

employees may exercise the freedom of association by joining any organization, in order to interact with employers on issues related to employment such an association must be registered as a trade union.

According to the International Labour Organization, in Sri Lanka, there are 2,074 registered trade unions, of which 54.5 per cent are in the public sector, 27.5 per cent in public corporations and 18 per cent in the private sector. The number of members covered by the trade unions amounts to 9.5 per cent of the total workforce of Sri Lanka.

While several unions are affiliated to the Global Union Federations (GUFs), there are four unions that are affiliated to the International Confederation of Trade Unions (ICTU). The ICTU members being: Ceylon Workers Congress (CWC), Sri Lanka Nidahas Sevaka Sangamaya (SLNSS), National Trade Union Federation (NTUF) and the National Workers Congress (NWC).

The Plantation Sector in Sri Lanka

The Sri Lankan plantation sector is a paramount segment in the economy which contributes 18% of the national export revenue, thus becoming a key player in keeping the balance of payments and the external sector robust. Sri Lankan Plantation Sector mainly consists of Tea, Rubber and Coconut.

Sri Lanka became a British colony in 1815. In 1837 the British Rulers acquired a large area under forest and village lands under the “Barren Land Act”. The British brought South Indian Tamils in 1830 to work in the plantations. The plantation estates were run and managed by a few private British companies. In 1975 the plantations were nationalized and handed over to the Sri Lanka State Plantations Corporation (SPC) and the Janatha Estate Development Board (JEDB). In 1993 the management of the plantations was handed over to 22 private companies. However 39 tea plantations were not privatized as they were un-economic and no company was interested in undertaking them. The management of these unproductive plantations rested with the SPC

and JEDB. In 1993 the Plantation Human Development Trust (PHDT) was formed to look after housing & social welfare of the community of these plantations.

After the introduction of the plantation sector, Sri Lanka constitutes of three main sectors, namely, urban, rural and the plantation sectors (The reports of the Department of Census and Statistics, Central Bank and many other research institutions use this classification). The main production of the plantation sector in the hill country is tea. The majority of the labour force constitutes of Indian Tamil (45% in Nuwara Eliya, 10% in Kandy, 10% in Ratnapura, 19% in Badulla and the rest live in other districts of the country according to the census reports). Presently there are fifty eight unions in the plantation sector (Administrative Report- Sri Lanka Labour Department, 2012) and among them only twelve unions are functioning actively though the others are registered. Issues of leadership were key factors that led to the proliferation of trade unions. Among many trade unions in the plantation sector, Ceylon Workers' Congress (CWC) is the leading Plantation Trade Union in Sri Lanka today and the Ceylon Estate Staff Union (CESU) is the only Trade Union in Sri Lanka for the Estate Staff in the Plantation Sector.

Problem Statement

As N. Sinha, Bala Sinha & Shekhar (2006) explain, historically trade unions have extracted recognition from reluctant employers on the basis of their strength and use of economic pressures. Recognition of unions in the early stages tended to be voluntary for the employers who decided to recognize or not recognize the unions, on the basis of an appreciation of the risks of following either of the courses. Gradually, in many countries, the state has imposed legal obligations upon the employers to recognize trade unions as a part of general policy of ensuring to the workmen the right to bargain collectively.

In Sri Lanka the Trade Unions Ordinance No. 14 of 1935 makes the registration of trade unions a pre-requisite to exercise rights granted under the Trade Unions Ordinance. A trade union is required to register under this statute to qualify for the privileges and immunities available under the Act and can do so with an initial membership of seven workers. According to Amarasinghe (2011), trade union recognition should be compulsory where a union had 51% membership and discrimination against union activists and members should be prohibited.

However, in Sri Lanka like in most of the developed and developing countries both the registration and getting membership of trade unions are decreasing (Department of Labour, Sri Lanka). If most of the employees are not willing to get the membership of trade unions it is important to find out the reasons for employees to participate in trade unions.

According to Gamage (2012), early researches on union participation had highlighted the impact of demographic and socialization variables and attitudinal measures on union participation and in recent research attention has been paid to examine the relationship between behavioural attitudes such as union loyalty, union instrumentality, commitment and union participation (Fullagar & Barling, 1989; Kelloway and Barling, 1993; Terick et al , 2007; Metochi , 2002; Bolton et al , 2007).

As far as Sri Lankan studies related to union participation are concerned, Jinadasa & Opatha (1999) empirically studied union participation in five state sector organizations, revealing a strong need of trade unions among employees and Gamage (2012) empirically studied union participation in seven large scale public sector organizations, revealing the relationship between member attitudes (union loyalty, union instrumentality, them and us attitude and workplace collectivism) and union participation. However, in Sri Lankan context no empirical study has been conducted to find out the relationship between member attitudes (union loyalty, union instrumentality, union commitment and union equity) and union participation in the Plantation Sector. This is the research gap that has

been addressed in this research. Following research questions were addressed in this study:

1. What is the relationship between union members' perceived union loyalty and willingness to participate in union activities?
2. What is the relationship between union members' perceived union instrumentality and willingness to participate in union activities?
3. What is the relationship between union members' perceived union commitment and willingness to participate in union activities?
4. What is the relationship between union members' perceived union equity and willingness to participate in union activities?
5. What is the aggregate effect of union loyalty, union instrumentality, union commitment and union equity on union participation?

Therefore the foremost problem which is in consideration of this research is;

“What are the factors affecting the Union Participation in the Plantation Sector in Sri Lanka?”

Objectives of the Study

The following are the objectives of the study;

1. To identify the relationship between union members' perceived union loyalty and willingness to participate in union activities.
2. To examine the association between union members' perceived union instrumentality and willingness to participate in union activities.

3. To investigate the link between union members' perceived union commitment and willingness to participate in trade union activities.
4. To examine the association of union members perceived union equity and willingness to participate in trade union activities.
5. To identify the aggregate effect of all the determinants namely; union loyalty, union instrumentality, union commitment and union equity on union participation.

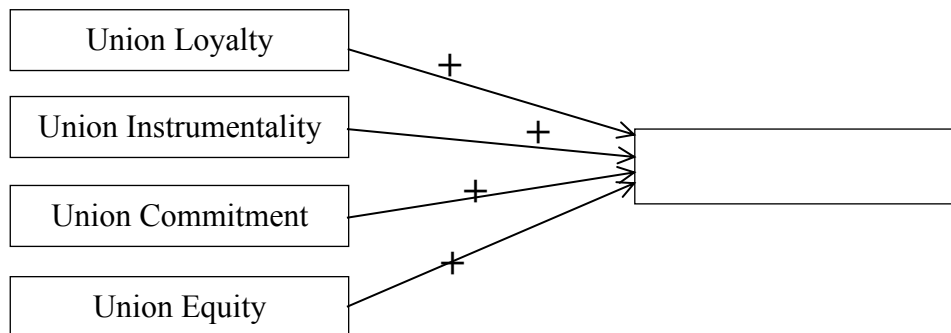
Conceptual Framework

Based on the Literature, a model was developed by the Researcher and it is presented in Figure 01. As demonstrated in the model the Union Participation is directly influenced by four independent variables namely; Union Loyalty, Union Instrumentality, Union Commitment and Union Equity.

Independent Variable

Dependent

Fig. 01 Conceptual Framework



Working Definitions of Variables

Table 02: Variable Definitions and Sources of Measure

Variables	Definition and Sources of Measure
Union Loyalty	Degree of pride in union (Gorden et al, 1980). Modification of the scale by Gorden et al, (1980).
Union Instrumentality	Economic exchange underlies the notion of union instrumentality, which is defined as a cognitive assessment of the costs and benefits associated with union membership (Newton & Shore, 1992).
Union Commitment	Union commitment is “the extent to which a person (a) has a strong desire to retain the membership in the union, (b) is willing to exert effort for the union, and (c) believes in the objectives of organized labour” (Gorden et al,1980).Modification of the scale by Gorden et al, (1980).
Union Equity	Union Equity refers to an equitable labor exchange (distributive justice) and the members’ ability to have a voice in important union decisions (procedural justice) (Hammer, Bayazit, & Wazeter, 2009). Based on the literature, scale was formulated by the researchers.

Union Participation	Union participation refers to involvement in collective action (Metoichi, 2002) and other union related activities that are closely related to the effective functioning of union (McShane, 1986). Scale was developed with the use of existing measures of Nicholason et al, 1981; Shore and Newton (1995) and Metochi, (2002) as well.
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Development of Hypotheses

Most of the research considered union loyalty as the predictor of union participation (Gorden et al, 1980; Shore & Newton, 1995). Gorden et al, (1990) introduced a four dimensional model of union commitment. The four dimensions in this model are (a) union loyalty, (b) responsibility to the union, (c) willingness to work for the union, and (d) belief in unionism. Out of these four dimensions union loyalty is the most prominent variable of union commitment. Motochi (2002) found that union loyalty is the most significant predictor of willingness to participate in trade unions. According to the above mentioned studies, union commitment has a positive significant relationship with union participation. Union loyalty has been accepted as one of the most significant dimensions of union commitment. Subsequently it was hypothesized that:

H1 – There is a Positive relationship between perceived Union Loyalty and Union Participation.

H1₀ – There is a Negative relationship between perceived Union Loyalty and Union Participation.

Very early studies have found the relationship between instrumentality and participation to be positive (Anderson, 1979; Kuruvilla et al., 1990). Griffin and Benson (1987), however, found union performance to be an insignificant predictor of three measures of participation (industrial activities, union courses or union literature) and a study by Heshizer et al. (1991) found that union instrumentality had a negative effect on participation.

Bamberger, Klugar & Suchard (1999) in their meta-analysis showed that union instrumentality, pro-union attitudes, job satisfaction and organizational commitment were antecedents of union commitment and which in turn contributed to union participation. Hammer, Bayazit and Wazeter (2009) found that union instrumentality was positively related to union loyalty. Moreover, Fullagar and Barling (1989) found that relationship between union loyalty and participation in trade union activities is moderated by union instrumentality. Employees have a positive feeling about trade union acts for the betterment of its members by achieving desired outcomes. Based on the above literature it was hypothesized that:

H2 – There is a Positive relationship between perceived Union Instrumentality and Union Participation.

H2₀ – There is a Negative relationship between perceived Union Instrumentality and Union Participation.

Gordon et al. (1980) pioneered the use of factor analysis to develop four specific dimensions of union commitment. Each dimension reflects either a specific underlying worker attachment to the union or implications for membership behaviors. The four dimensions are namely; Belief in Unions, Union Loyalty, Willingness to Work for the Union, and Responsibility to the Union. Studies have been conducted in the U.S. (Thacker, Fields, and Tetrick, 1989; Friedman and Harvey,

1986), South Africa (Fullagar, 1986), Sweden (Kuruville, 1989), Australia (Savery, Soutar, and Dufty, in press), and in the Netherlands (Klandermans, 1989). These studies have generally either confirmed the Gordon et al. (1980) approach or have proposed a more parsimonious (fewer factors) representation of commitment.

Union commitment appears to be closely related to the previous variable; union "instrumentality," the belief that the union can be used as a means for achieving desired ends (Thacker and Fields, 1986; Martin and Peterson, 1987; Shrcer and Morishima, 1989; Fullagar and Barling, 1989). Although such findings suggest a calculative attachment to the union, the relative scarcity of longitudinal studies makes it difficult to determine the direction of the causal relationship. More recent research has examined the interrelationship between the two separate measures of commitment, the older scale measuring organizational (employer) commitment and the newer ones which measure union commitment (Gordon and Ladd, 1990). Based on the above literature it was hypothesized that:

H3 – There is a Positive relationship between perceived Union Commitment and Union Participation.

H3₀ – There is a Negative relationship between perceived Union Commitment and Union Participation.

Hammer, Bayazit, & Wazeter (2009) suggest that the utility of union membership goes beyond economic gains and employment rights to include the provision of justice, both in the form of an equitable labor exchange (distributive justice) and the members' ability to have a voice in important union decisions (procedural justice). Because wages are determined jointly by the union and the employer, union leaders will have less control over distributive justice (in this case, wage equity) than they will have over the delivery of procedural justice. Despite the employer's ability to constrain wage settlements, however, the union's role in negotiating a fair wage can be substantial, so at least part of the

credit for members' experience of distributive justice belongs to the union. The empirical link between procedural and distributive justice is well established (Greenberg, 1996), supporting the theoretical argument that perceptions of fair procedures lead to perceptions of fair outcomes (Leventhal, 1976; Thibault & Walker, 1975)

Justice has instrumental value, in the sense that fair processes are more likely to result in outcomes we prefer (Lind & Tyler, 1988; Thibault & Walker, 1975). Being treated fairly also tells us that we are respected, valued, and included members of a group or an organization (Lind, 2001; Tyler & Blader, 2000). Finally, for many, obtaining and providing justice is a moral principle (Deutsch, 1975; Folger, 1998). The large amount of data testifying to organizational consequences of justice comes from studies of employment relationships, but the psychological processes that explain the findings will operate in unions as well (e.g., Aryee & Chay, 2001; Fuller & Hester, 2001; Johnson & Jarley, 2004). The relationship between the union and its members has been described as a psychological contract that prescribes the exchange of members' commitment and participation for bargaining outcomes and social inclusion (Gordon & Fryxell, 1993; Shore, Tetrick, Sinclair, & Newton, 1994; Tetrick, 1995). Based on the above literature the following hypotheses were formulated;

H4 – There is a Positive relationship between perceived Union Equity and Union Participation.

H4₀ – There is a Negative relationship between perceived Union Equity and Union Participation

The Population, Sampling Technique and the Sample

The research was conducted giving its special reference to three plantation companies (Company A, Company B and Company C) in Sri Lanka. The Management of each selected plantation company is carried out by the Head Offices and each plantation company has several estates under their control. Company 'A' has 14 Estates, Company 'B' has 12 Estates and Company 'C' has 10 Estates and the Non Executive Employees are working in these estates.

The Non-Executive Employees tend to get unionized than the Executive Employees and thus the focus of this research is on the Non-Executive Employees working in the estates of these 03 Plantation Companies. However since the only Trade Union for all the Non-Executive Employees in all these 03 Companies is the Ceylon Estate Staff Union (CESU), assuming that there is no significant difference in the opinions of the Non-Executive Employees in one estate from another estate in the same company, 03 estates each from the 03 Plantation Companies, were selected for the research.

Accordingly, in this research, all the Non-Executive Employees of Estate 'X' represent all the Non-Executive Employees of the 14 estates of the 'A' Company, all the Non-Executive Employees of Estate 'Y' represent all the Non-Executive Employees of the 12 estates of the 'B' Company and all the Non-Executive Employees of Estate 'Z' represent all the Non-Executive Employees of 10 estates of the 'C' Company.

Therefore, the total population who are within the sphere of this research is all the Non-Executive Employees (200 employees) of 'X' (70 employees), 'Y' (60 employees) and 'Z' (70 employees) estates.

Sample

As Saunders et al. (2009) describe, the sampling technique facilitates reducing the amount of data that should be collected from an aggregate population by considering collecting data from a sub-group rather than considering all the individual cases in the population. Consequently, the data gathered from the sample will be generalized accordingly and the judgment made will represent the overall population. In order to derive the sample from the target population the sampling table developed by Kerjice & Morgan (1970) was used. According to the table to represent population of 200, the required sample size is 132. Hence the researchers distributed 132 questionnaires among the randomly selected non-executive employees in selected 3 planation companies. Only 92 employees responded. . Hence the response rate was 65.5 percent. Data were collected by administering a questionnaire based on five point Likert scale. The data analysis was entirely based on primary data given by the employees by answering the questionnaire hence survey method adopted by the study. The main purpose of the study is to analyze the relationship between the dependent variables and independent variable, hence this study was analytical or in hypotheses testing in nature. member attitudes (union loyalty, union instrumentality, them and us attitude and pro-union attitude) and union participation. There was no intention of establishing definite cause effect relationship between the variables. Hence the type of the investigation of this study was therefore correlation rather than causal. Time horizon of the study was cross sectional due to the reason that the data collection was done in a single point of time. The unit of analysis is individual; operational level employee.

Testing of Hypotheses

The study consists of four hypotheses and were tested using correlation and regression analysis.

H1 – There is a Positive relationship between perceived Union Loyalty and Union Participation.

H1₀ – There is a Negative relationship between perceived Union Loyalty and Union Participation

The first hypotheses were in respect of identifying the relationship between perceived Union Loyalty and Union Participation. According to the statistical results of the study Union Loyalty and Union Participation have a moderate degree of correlation (.518). The R square value of .268 for Union Loyalty has a slighter impact on union participation. The F value is 21.232, which is significant at 5% level ($p = .05$), suggesting that Union Loyalty has significantly explained 26.8% of the variance of Union Participation. Therefore the above mentioned null hypothesis is rejected and the alternative hypothesis that ‘there is a positive relationship between perceived Union Loyalty and Union Participation’, is accepted.

H2 – There is a Positive relationship between perceived Union Instrumentality and Union Participation.

H2₀– There is a Negative relationship between perceived Union Instrumentality and Union Participation.

The second hypotheses were in respect of identifying the relationship between perceived Union Instrumentality and Union Participation. According to the statistical results Union Instrumentality and Union Participation have a marked degree of correlation (.605). At the same time, the R square value of .366 and the F value of 33.438 , which is significant at 5% level ($p = .05$), suggest that Union Instrumentality has significantly explained 36.6% of the variance of Union Participation. Therefore the above mentioned null hypothesis is rejected and the alternative hypothesis that ‘there is a positive relationship between perceived Union Instrumentality and Union Participation’, is accepted.

H3 – There is a Positive relationship between perceived Union Commitment and Union Participation.

H3₀ – There is a Negative relationship between perceived Union Commitment and Union Participation.

The third hypotheses were in respect of identifying the relationship between perceived Union Commitment and Union Participation. According to the statistical results Union Commitment and Union Participation have a moderate degree of correlation (.577). Further the R square value of .333 and the F value of 28.908, which is significant at 5% level ($p = .05$), suggest that Union Commitment has significantly explained 33.3% of the variance of Union Participation. Therefore the above mentioned null hypothesis is rejected and the alternative hypothesis that ‘there is a positive relationship between perceived Union Commitment and Union Participation’, is accepted.

H4 – There is a Positive relationship between perceived Union Equity and Union Participation.

H4₀ – There is a Negative relationship between perceived Union Equity and Union Participation

The fourth hypotheses was in respect of identifying the relationship between perceived Union Equity and Union Participation. According to the statistical results Union Equity and Union Participation have a marked degree of correlation (.639) and also the R square value of .408 and the F value of 40.007, which is significant at 5% level ($p = .05$), suggest that Union Commitment has significantly explained 40.8% of the variance of Union Participation. Therefore the above mentioned null hypothesis is rejected and the alternative hypothesis that ‘there is a positive relationship between perceived Union Equity and Union Participation’, is accepted.

Multiple regression analysis was conducted to test the hypothesized relationships. *Table 03* and *Table 04* below show the results obtained from regressing the ‘Union Participation’ measure on Union Loyalty, Union Instrumentality, Union Commitment and Union Equity.

Model	R²	Adjusted R²	F	Sig.
1	.519	.484	14.886	.000

Table 03: Moderate Summary of the multiple regression analysis

Model	Beta Coefficient	t Stat	Sig.
Union Loyalty	.262	1.248	.217
Union Instrumentality	.389	2.779	.007
Union Commitment	.176	.912	.365
Union Equity	.732	3.065	.003

Table 04: Coefficients of the variables

According to the *Table 03*, the overall model accounted for 51% of the variance in Union Participation which highlights the relevance of these variables in attempting to explain the members’ involvement in trade union activities. However, as per the *Table 04*, Union Equity and Union Instrumentality emerged as the two significant predictors of Union Participation.

Finding, Conclusion and Recommendations

It was substantiated in the study that each independent variable has a positive relationship with the dependent variable. It was further substantiated that the aggregate effect of all the independent variables on the dependent variable; Union Participation is also positive. Thus all the null hypotheses were rejected and all the five alternative hypotheses were accepted. Based on the above results the conceptual framework could be demonstrated with the proved relationships between the individual variables and the dependent variable.

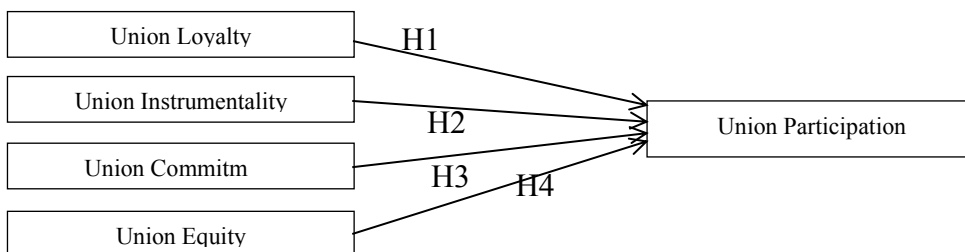


Figure 02 Summarized Conceptual Framework based on research findings

Conclusion

The main purpose of this study was on identifying the impact of union loyalty, union instrumentality, union commitment and union equity on union participation in relation to the non-executive employees in the plantation sector in Sri Lanka. The study found empirical evidence to support that all the independent variables namely; union loyalty, union instrumentality, union commitment and union equity have positive significant impact on union participation.

In his study Metochi (2002) explained that union loyalty, collectivist orientation and service oriented leadership emerged as significant predictors of willingness to participate and accounted for 21 percent of the variance explained. In this study, union loyalty emerged as a

significant predictor and accounted for 26.8 percent of variance explained. The significant effect of union loyalty indicated the importance of affective attachment to the union which results in union participation. These results are indirectly related to studies of Tetrick et al, (2007); Barling et al, (1991); Bolton et al, (2007). However it is not a strong predictor at the aggregate results of final model of union participation. Thus, in this study the specific objective 1 to identify the relationship between union members perceived union loyalty and willingness to participate union activities, is achieved.

The traditional role of the union in establishing conditions of employment that protects member rights for safe working conditions and fair treatment, as reflected in instrumentality, is a primary purpose of unions (Cregan, 2005). In their study, Shore and Tetrick's (1994) argued that fulfilment of employment goals is a critical element for the development and maintenance of the exchange relationship between the individual and the organization. That is, instrumentality may signify the degree to which the member's goals for membership are in fact fulfilled, leading to perceptions of union support. If instrumentality is perceived to be low, suggesting a lack of effectiveness in attaining member goals for good working conditions and employment security, then the level of support is likely to be lowered, leading to less loyalty and decreased participation in the union. In this study, union instrumentality emerged as a significant predictor and accounted for 36.6% of variance explained. Thus, this study becomes consistent with these theories, showing that union instrumentality is positively and significantly related to union participation; however it is not a strong predictor at the aggregate results of final model of union participation. Thus, in this study the specific objective 2 to examine the association between union members perceived union instrumentality and willingness to participate in union activities, is achieved.

There is clear evidence from previous researches that union commitment is an antecedent and primary predictor of union participation (Chan, Snape & Redman, 2004); in a relationship that is consistent and positive (Fullagar & Barling, 1989). The few longitudinal studies that have been conducted have consistently found

that union commitment helps predict union participation (Fullagar, Gallagher, Clark & Carroll, 2004; Fullagar, Gallagher, Gordon & Clark, 1995). This study becomes consistent with these theories, showing that union commitment is positively and significantly related to union participation as it accounted for 33.3% of variance explained. However union commitment is also not a strong predictor at the aggregate results of final model of union participation. Thus, in this study the specific objective 3 to investigate the link between union members perceived union commitment and willingness to participate in trade union activities, is achieved.

Justice has instrumental value, in the sense that fair processes are more likely to result in outcomes we prefer (Lind & Tyler, 1988; Thibault & Walker, 1975). Being treated fairly also tells us that we are respected, valued, and included members of a group or an organization (Lind, 2001; Tyler & Blader, 2000). The large amount of data testifying to organizational consequences of justice comes from studies of employment relationships, but the psychological processes that explain the findings will operate in unions as well (e.g., Aryee & Chay, 2001; Fuller & Hester, 2001; Johnson & Jarley, 2004). In this study, union equity emerged as the most significant predictor and accounted for 40.8 percent of the variance explained. The strong effect of union equity indicated the importance of equitable and fair treatment to union members which results in their union participation. These results are indirectly related to studies of Lind & Tyler, (1988); Thibault & Walker, (1975); Tyler & Blader, (2000). Thus, in this study the specific objective 4 to examine the association of union members perceived union equity and willingness to participate in trade union activities, is achieved.

The study found that there was a positive relationship between each independent variable and the dependent variable. Therefore the final specific objective; to identify the aggregate effect of all the determinants namely; union loyalty, union instrumentality, union commitment and union equity on union participation, is also achieved in this study.

Recommendations

The General Objective of this study was to make suitable recommendations on how to encourage the Union Participation in the Plantation Sector based on the factors affecting Union Participation in the Plantation Sector. In this section, the General Objective of the study will be achieved.

The research findings revealed a significant positive relationship between the perceived union equity and union participation. However, even though it was also revealed that the other independent variables namely; union loyalty, union instrumentality, union commitment have significant positive relationships with union participation, the aggregate result of the final model demonstrated that these independent variables can only have a significant impact upon union participation when working jointly. The following recommendations can be made to improve the significance of each independent variable, however their impact upon the improvement of union participation would be significant when they work jointly.

The union representatives can meet the union members more often to find out the real needs of the members and to discuss their expectations and thereby build a strong relationship with the members to give them the impression that their rights are better protected by the union. The sooner members realize it, it is more likely that their union loyalty increases. Better media projection can improve the recognition of the trade union and when the trade union is highly recognized, it is more likely that the members believe in the strength of the union.

The union leadership should be able to maintain a healthy relationship with the management without being always aggressive and the union should be able to negotiate with both the management and the employees to balance the expectations of both parties, because some employees believe that being loyal to the union is a disloyalty to the employer. When there is a good understanding between the members and the management, union loyalty is increased. Implementation of awareness programmes, improved communication can clear up the

miscommunications and misunderstandings of the union activities and thereby improve the union loyalty.

It was revealed in this study that the highest educational qualification of the majority of the non-executive employees was A/L and even though some employees have working experience for more than 15 years in the plantation sector they never have been promoted in their career lives due to lack of educational qualifications for the executive level. If the unions can change their traditional union activities and engage in more innovative and productive activities like encouraging and positively influencing the management to implement career development programmes, union instrumentality can be improved.

Most of the employees disagreed with the fact that unionized employees get better salaries than non-unionized employees. To improve union instrumentality, union leaders can effectively and continuously bargain for better salaries for the employees. They should not be aggressive to the management and should be able to convince effectively why plantation employees need better salaries. Implement awareness programmes to attract more attention on the benefits of the trade union. The union leadership should be able to maintain a gap between unionized employees and non-unionized employees to make sure that the unionized members get better salaries and rewards.

Unions should be free from hidden political agendas, so that the employees would realize that their commitment is not misused for any hidden personal objectives. The agendas of the unions should be modified to align with the needs of the time. The union leaders should motivate the members by rewarding employees for their best commitment. The union leaders should study the personal objectives of the members and the union objectives should be aligned accordingly in order to increase the union commitment. Implementation of awareness programmes to convince the employees of the strength of collectivism in winning the rights of the employment.

The employees should be given a chance to voice their opinions and suggestions in important union decisions. Unions should change their

traditional role and should encourage innovative ideas. Union representatives should be elected in order to represent diversity of the ethnic groups, age and gender of the employees in the plantation sector. Union Participation of female employees should be encouraged more and female members should be treated equally in the union.

Suggestions for Future Researchers

This study was limited to four factors of union participation of the non-executive employees in the Plantation Sector in the private sector. Further studies can be done regarding union participation of plantation workers and plantation companies in the public sector in the country. There are other variables affecting that cannot be considered due to time constraints. Such matters are open to future researches and some possible variables such as union leadership, factors which may determine the degree of union membership participation significantly.

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ACADEMICS AND KNOWLEDGE: REFLECTIONS ON REALITY

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ABSTRACT

This concept paper attempts to offer thoughts on academics as thought leaders, in critically evaluating their contribution. Blending with the personal experiences of the author, triple roles of academics are proposed as knowledge capturing, knowledge communicating and knowledge creating. The need to move from a vicious cycle to a virtuous cycle in knowledge championing is emphasized in the paper for the purpose of socio-economic upliftment.

Key words: Academics, Knowledge creation, Roles of academics

Introduction

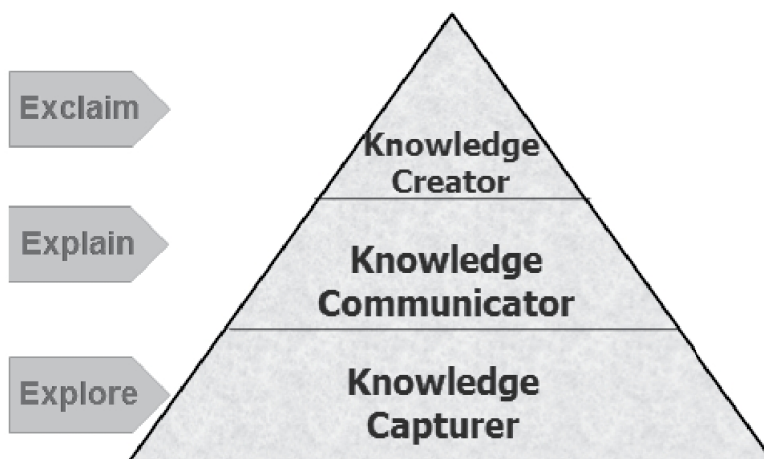
Academics engage in scholarly activities. They deal with knowledge in playing multiple roles. They have to think and act as knowledge creators as well as knowledge sharers. Academics influence the attitudes and aptitudes of the student community (Dearlove, 2002). This is where the “thought leadership” comes into the forefront. Superiority in scientific thinking, blended with socio-cultural realities is what an academic should smartly possess. It qualifies them to join the constellation of thought leaders.

In fact, leadership is not about positions and titles but decisions and actions. It refers to a mindset of influencing, inspiring and instructing. Leaders as opposed to laggards, deliver results. As it has been observed, leadership is a vastly explored but least understood phenomena on earth (Bass and Stogdill, 1990). Many definitions of leadership in the limelight portray its multi-dimensional nature. Academics should shift from their perennial plight of “publishing or perishing” to a new paradigm of thought leadership. Such a transformation requires vision and passion. Overcoming socio-economic as well as religio-cultural barriers in moving ahead with a strong intrinsically-driven motivation is the need of the hour.

Triple roles for academics

The way I see it, academics have triple roles to play. These can be depicted as a knowledge pyramid of academics. Figure 1 depicts the details.

Figure 1. Triple roles for academics



Source: Dharmasiri (2015a)

Academics as Knowledge Capturers

The bottom of the knowledge pyramid contains the role of knowledge capturer. This includes the learning dimension of an academic. We learn from the womb to the tomb, as life-long learners. I prefer to be called as a management learner than an “expert”. This is more relevant in the context of change, where knowledge is rapidly getting obsolete (Senge, 1990). Particularly, in the areas of Information, Communication and Technology (ICT), the rate of knowledge updating seems more rapid.

This is where the academics have to explore new knowledge. They should have the mindset of exploration. It reminds me of a story that I heard about an elderly professor. He was serving in a residential campus in an European city, staying in the upper-most floor of the building complex. His room was well lit early morning and the students could see him reading. Among the students, they were discussing as to why this veteran still suffers in getting up so early to read. One student had the guts to go and ask from him, as to why he is doing so. The professor gave a profound answer. “I would rather you drink from a flowing fountain than from a stale pond” (author unknown).

Upon reflecting, I was wondering whether we Sri Lankan academics are more “flowing fountains” or “stale ponds”. We might be hurriedly offering re-cycled knowledge over and over again to cater for ever-increasing lecture demand. Hence, the knowledge capturing dimension suffers and opportunity to review and renew oneself gets neglected.

Academics as Knowledge Communicators

The middle part of the knowledge pyramid is all about sharing knowledge. It highlights the traditional role of teaching. Communicating knowledge does not necessarily mean lecturing. We at the Postgraduate Institute of Management (PIM), have been practicing, what we call four modes of teaching. They refer to “tell, ask, show and do”. Telling means the typical lecturing. Asking means to engage the

learning community by raising questions expecting answers from them. Showing refers to audio – visual interventions such as documentaries, movie extracts, video recordings, internet-based resources such as YouTube etc. Doing means to get the student community to engage in group discussions. In a typical three hour “session” (we prefer this as opposed to a lecture), roughly one third would be telling.

I see clear issues among us, Sri Lankan academics in this respect. Are we loading students with knowledge through one-way communication in making them mere receivers? They would easily resort to “parrot technique” in memorizing everything and reproducing at the exam with spelling and grammar errors. Are we being challenged by the student community sufficiently, in leading to a meaningful interactive discussion? I might be biased here in basing on mostly post-graduate teaching experience. Yet, irrespective of what level an academic has to tackle, an appropriate adaption is always possible. We need to begin with the end in mind (Covey, 1989)

Academics as Knowledge Creators

This is where the research comes into the limelight. Sri Lankan academics should reach the pinnacle of knowledge pyramid in becoming knowledge creators. Relevant research with rigor and results is the need of the hour.

Pinikahana (2011) observed the need to focus on for private sector to collaborate in university research. He shared some revealing statistics about local research.

“Sri Lanka contributes only 0.17% from GDP whereas Singapore contributes 2.3%, South Korea, 2.9% and China, 1.3% from their GDP for research. A recent report published by the Ministry of Technology & Research in Sri Lanka revealed that Sri Lanka has only 287 researchers per million which is less than the world average of 894. The average number of researchers per million in the developed world and the developing world is 3272 and 374 respectively. It is

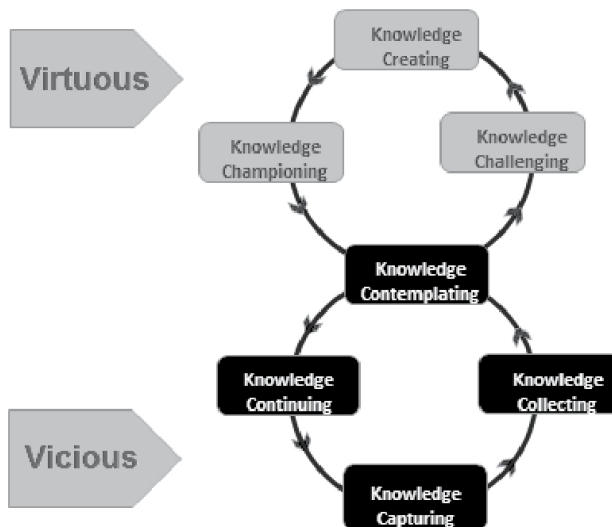
clear from these statistics that Sri Lankan situation is worse than the average third world situation. The most alarming situation is that it is getting worse in recent years. For example, in 1996 Sri Lanka had 6000 full time researchers including university researchers but by 2006 this number declined to 4200 (Pinikahana, 2011)”.

In such a context, any move to strengthen the research rigor, particularly among the University community is commendable. As I observe, there is a clear need to create better awareness on the importance of research. This I see acutely in the field of management.

Moving from a Vicious Cycle to a Virtuous Cycle

In moving up in the knowledge pyramid, academics need to move from a vicious cycle to a virtuous cycle. I have attempted to capture both the cycles as depicted in figure 2.

Figure 2. Vicious Cycle to Virtuous Cycle



Source: Dharmasiri (2015a)

As figure 2 depicts, the bottom is the vicious cycle where an academic gets stranded in capturing, collecting, contemplating and continuing of knowledge. In other words, one gets engrossed in sharing same knowledge over and over without reviewing, reflecting and renewing. I refrain from giving Sri Lankan examples, but I know many among us who experience this situation either knowingly or unknowingly.

The break though occurs when one moves from the vicious cycle to the virtuous cycle. Instead of moving beyond knowledge contemplating to knowledge continuing, the cycle should break with knowledge challenging. That's the entry to the passage of knowledge creating and knowledge championing.

Let me explain this much needed move through an example. When I started teaching Human Resource Management, I diligently adhered to the text-book models, in sharing my experience through them. I could even remember the entire lecture or even several lectures by heart. I was essentially, recycling same knowledge, of course with delivery effort sans intellectual stimulation for me. I realized it is just tutoring and not teaching. I needed to move beyond.

When I started challenging the appropriateness of some of the teaching models to our socio-cultural context, the move from vicious cycle to virtuous cycle began. My research on Strategic Human Resource Management (SHRM) shed new insights to the way we approach people particularly in the humanly rich South Asian context (Dharmasiri, 2015b). It gave me more confidence to blend western models with regional and local realities, rather than blindly sharing what the books say.

Conclusion

This paper attempted to reflect on academics as thought leaders. Essentially, it is an invitation to review and renew oneself. Also one may argue of the need to have a conducive climate with right remuneration. Perhaps, we do more than double the amount of teaching

than our western colleagues as academics, and less than half the amount of researching compared to them. I am simply inviting to have a fresh look at what we are doing or perhaps overdoing.

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THE DETERMINANTS OF END-USER SATISFACTION ON HUMAN RESOURCE INFORMATION SYSTEMS (HRIS): AN EXPLANATORY STUDY ON THREE BANKS IN SRI LANKA

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ABSTRACT

The information systems used to carry out or automate the HRM functions of an organization is known as a “Human Resource Information System” (HRIS). Many organizations employ HRIS to streamline their HRM functions with the aim of achieving a competitive edge over their competitors. However, the anticipated benefits of implementing an HRIS will not be achieved due to the negligence or omission of some important factors relating to HRIS. The end-user satisfaction is one such salient factor that determines the success of an HRIS. This study focuses to ascertain the factors that affect the end-user satisfaction on an HRIS and to explore whether there are key factors that make a dominant impact on end-user satisfaction on a HRIS with a special emphasis in the Sri Lankan context. Three commercial banks in Sri Lanka were selected to gather data for this study. The employees who are in the grade of “executive officer” level working at the HR departments of the respective banks were the targeted sample for data collection. Primary data was used for this

study and was collected through a questionnaire. Among the variables, complexity of HRIS, the quality of the IT department's service and HRIS security were identified as the dominant factors of end-user satisfaction on HRIS. Therefore this research provides guidance for the HRIS developers and the organizational decision makers in the banking sector to focus on the aforementioned key determinants and formulate necessary strategies to enhance the end-user satisfaction on HRIS in order to earn the intended returns on HRIS investments.

Key words: Information systems (IS), Human resource information systems, End-user satisfaction.

Introduction

The emergence of web based technologies and the rapid development of the computer infrastructure has been utilized in almost every part of the society. This is true in the corporate scenario also. Most of the firms are moving towards automation of all of their business processes. The automation has spread to the discipline of Human Resource Management too, which is popularly known as Human Resource Information System (HRIS).

There are a number of definitions for HRIS provided by different scholars and researchers. By closely analyzing each of those definitions, however, it is obvious that all of the core meanings are quite similar in nature. According to Broderick and Boudreau (1992), an HRIS is a collection of computer applications, hardware, software and databases that are utilized to gather, codify, document, store, manage, process, disseminate and interpret data for human resources. Tannenbaum (1990) defines an HRIS as an Information System (IS) which is employed by an organization to collect, store, process, analyze, regain and deliver information about its work force.

The importance of HRIS has become more crucial as the world moves towards a knowledge economy which identifies people and information as the key driving forces to achieve competitive advantage. They mention those two resources should be effectively managed to gain a competitive advantage. HRIS has made this feat possible since HRIS synergistically composites those two resources.

There are several reasons behind the adoption of HRIS in organizations. It may depend on reasons like nature of the organization and their business strategies, the technological infrastructure of a country. Armstrong (2006, p.889) explains the objectives of establishing an HRIS as improving the HR service, reducing cost and improving operational efficiency, the likelihood of HR to transform its temperament of interaction with employees and managers, the change of HR into a customer-focused and responsive function, the provision of services that go along with the new work dimensions and to increase attraction of current and future staff. Though there are many advanced, multitasking and sophisticated software available for HR, the firms cannot use them up to their optimal potential due to several reasons. The end user resistance for adoption and diffusion of HRIS is a major cause for the above circumstances.

The end user satisfaction on HRIS is essential for a firm to ensure the intended performance of workers and return on investment on the HRIS and the computer peripherals. All the anticipated goals of establishing an HRIS would be in vain in the absence of the end user satisfaction on it. Nevertheless, it would cause some problems like low productivity, high absenteeism, high turnover, increased grievances and labour management disputes in an indirect manner. Many IT Pundits have highly emphasized that the information system should be focused and developed from the end user perspective. That theory is universally accepted since the expectation of an information system is to automate the processes at the ease of the end user, not the technical experts who have developed it.

Lee et al. (2006) stress that users are the fundamental component of information systems. Therefore, the author emphasizes that their issues

of working with the IS should be dealt in a prompt manner to avoid user dissatisfaction and financial losses of organizations. The end user satisfaction with technology is considered to be one of the most common measurements of feasibility of an IS. (Delone & McLean, 2003; Petter et al., 2008). To ascertain the determinants of end-user satisfaction on HRIS and to identify the key determinants which have a dominant impact on HRIS end-user satisfaction, the next section dealt with the literature on end-user satisfaction. The following section provides the conceptual model and present the hypothesis to be tested. This is followed by details of methodology adopted for this analysis. The next section summarizes the results and presents discussion with respect to hypothesis. Finally, the main conclusion of the study are presented along with the contributions, limitations and implications and direction for further research.

End-user Satisfaction

There are several definitions and different dimensional elements of user satisfaction. Bailey and Pearson (1983, p.531) define satisfaction as "...is the sum of one's feelings and attitudes towards a variety of factors affecting the situation". Ives et al. (1983, p.785) explain user satisfaction as "the extent to which users believe the information system available to them meet their information requirements". They further suggest that users are concerned on the realization of their information requirement by the IS rather than its technical excellence.

Several behavioral elements affect directly and indirectly to the end user's satisfaction on the IS. (Amoako, 2007; Chang et al., 2008). User satisfaction has been considered as a measurement of IS since the beginning of IS evaluation. Several scholars have emphasized the importance of end user satisfaction on IS. Powers and Dickson (1973) claimed that user satisfaction is a vital aspect in assessing IS success. Zmud (1978) explained that user satisfaction is an essential component of MIS viability along with user performance and MIS usage. Delone and McLean (1992) highlighted user satisfaction as the most

extensively applied sole criterion to evaluate IS success in their classification of six main criteria for IS success. Somers et al. (2003) argues that end user satisfaction is a suitable analyst of IS success.

However, different scholars have come up with their own arguments regarding the determinants and dominant factors on end-user satisfaction on IS. It is argued that end-user satisfaction is a multidimensional concept. Kim (1989) explains that user satisfaction constitutes information quality, system effectiveness and user attitudes while Doll and Torkzadeh (1989) describe it on factors like system accuracy, ease of use and information quality. There is no universal standard for common facts on end user satisfaction. Ives et al. (1983) argue that staff and service, information on product, vendor support, knowledge and involvement as elements that trigger user satisfaction. According to Rouibah et al. (2009), IS usage and user satisfaction are highly and directly affected by perceived usefulness and perceived ease of use of end users. There are many arguments on the relationship between system usage and user satisfaction. Rouibah and Hamdy (2009) endorse the opinion that a system's usage affects the satisfaction while Lee et al. (2009) support the judgment that end user satisfaction affects the system's usage. Venkatesh et al. (2003) listed the variables of IS acceptance and end user satisfaction under two categories as attitudinal variables (cognitive style, anxiety and favourable attitudes towards IS) and organizational factors (top management support, training and user involvement) appeared to be highly significant for user satisfaction. While Mahmood et al. (2000) argues that user involvement, perceived usefulness, user experience, availability of user training and organizational support are the most common factors of user satisfaction. Rouibah et al. (2009) have found out that the variables namely perceived ease of use, perceived usefulness and usage have a direct impact on user satisfaction. While top management support, availability of training and user involvement influencing in an indirect manner on end user satisfaction which means that those factors drive IS usage only if the system is recognized by the users as useful. But this finding is conflicting with the empirical studies of Al-Gahtani and King (1999); Winston and Benjamin (2000); Petter (2008) who claim that the latter

factors have a direct impact on end user satisfaction. Through a research Calisir and Calisir (2004) discovered that eight factors influence the end user satisfaction with IS namely, system capability, compatibility, flexibility, user guidance, learn ability, minimal memory load, perceived usefulness and perceived ease of use. Among those factors, the authors concluded that perceived usefulness and perceived ease of use are the most influential factors on end user satisfaction. Wu and Wang (2006) constructed a measurement for ultimate user satisfaction which consists of three elements namely, “IS project team and service”, and “IS product” and “user knowledge and involvement”. They claimed that the above three elements collaboratively strengthened the end user satisfaction. Longinidis and Godzamani (2009) suggested that user satisfaction is determined by three elements namely, interaction with IT department, pre-implementation processes and product and adaptability. According to them the interaction with IT department is the factor which describes majority of variance in IS users’ satisfaction. They further emphasized that the IT department is obliged on the effective functioning of IS in most organizations. Hence, it should be employed with people who possess a thorough IT knowledge to resolve users’ problems with the system as well as to convince the users on the advantages of the system. The underlying assumption is that the users who are assertive that the IT department staff will assist them each time when they need, will utilize the system more thoroughly with a greater satisfaction. In addition, the authors have advised the IT department staff to be more friendly and sociable to promote communication, to acknowledge the end user feedback for better functioning and expansion of the system.

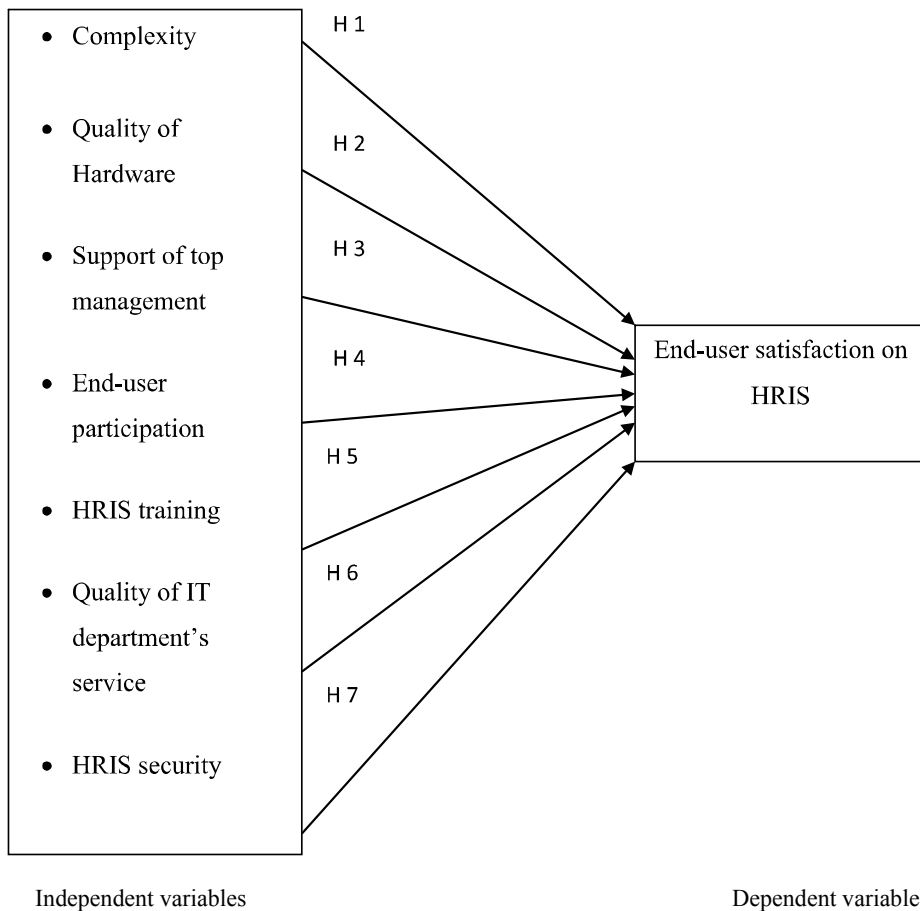
In the study of Longinidis and Godzamani (2009), the second most influential factor on end user satisfaction is the pre-implementation process. They suggest providing a leading role to end users in that stage which in turn, immensely contributing to enhance their satisfaction with the system. Providing training is also included in this stage. Lin and Rohm (2009) support the opinion that end user participation is essential in IS projects. In addition to that they emphasize that it should provide an impression of trust, commitment and belief on the

advantages of IS. Product & adaptability is the third element that affects end user satisfaction in the study of Longinidis and Godzamani (2009). If the system complies with the users' prospects, functions properly without defects while producing necessary information in an errorless manner through a user friendly graphical user interface (GUI), adheres easily with process and policy changes and cooperates with other IS in the organizations, the authors claim that it will definitely increase end user satisfaction. Further, they explain that adaptability is the essential factor in a volatile business context. Hosnavi and Ramezan (2010) concluded in their research on HRIS of National Iranian Oil Company, that the users of HRIS are satisfied with those systems in terms of information quality, system quality and system use which are backed by factors like effective training, ease of accessibility to the system and the relevance of

Conceptual Framework

The researcher has proposed a framework that illustrates the relationship between the end-user satisfaction on HRIS along with seven other organizational variables with a special emphasis on Sri Lankan context. The framework is depicted in figure 1.

Figure 1: Conceptual framework



Hypotheses

Seven hypotheses were developed in order to measure the relationship among the seven independent variables and the dependent variable ie. the end-user satisfaction on HRIS in the conceptualized framework. The hypotheses are as follows,

- H1:** Greater the complexity of HRIS, the less likely the end user satisfaction on it.
- H2:** Availability of high quality and advanced hardware increases the end user satisfaction on HRIS.
- H3:** Greater extent of top management support increases the end user satisfaction on HRIS.
- H4:** The higher levels of end user participation in HRIS development and modifications will enhance the end user satisfaction.
- H5:** Provision of a sound training on HRIS to the end users will increase the level of end user satisfaction.
- H6:** High quality of IT department's service increases the hypothesis end user satisfaction.
- H7:** Higher security of HRIS will increase the end user satisfaction.

Research Methodology

This research endeavors to present the results of a quantitative study. Thus this study is causal in nature which involves a hypothesis testing. The research was conducted at three commercial banks in Sri Lanka, where all the banks possess a centralized HR department and they have deployed a HRIS for the HR operations for more than a decade. The unit of analysis for this research was all the executive officers employed at the HR departments of the respective banks. A special emphasis was placed on executive officers since they are the extensive users (heavy users) of HRIS. A questionnaire constructed for the purpose of the current research reflecting the constructs of the conceptual model. The questionnaire was developed on a five-point likert scale which every item could be scored as, 1- Strongly disagree; 2- disagree; 3- moderate; 4- agree; 5- strongly agree. There are several negative statements in the questionnaire; hence the researcher

transformed the received values inversely for the negative statements in order to ensure consistency and accuracy. The researcher visited the three organizations' premises and distributed the questionnaire among the executive officers with the consent of higher managerial ranks. The respondent rate was at a satisfactory level. A total amount of 47 questionnaires were distributed among the executive officers of the three banks and 37 were returned which indicates a response rate of 78.72%. All banks responded in a rate over 64% for the survey.

The data gathered through the questionnaire was analyzed using inferential statistical method of hypothesis testing. In order to perform the analysis, SPSS version 16 statistical software was utilized. In order to measure the inter-item consistency reliability, the Cronbach's Alpha test was conducted. According to table 1, the Cronbach's Alpha values for all the variables exceed 0.7. Therefore it can be statistically claimed that there was an adequate degree of internal reliability with regard to the constructs.

Table 1 – Cronbach's Alpha values and variance explained

Variables	Cronbach's Alpha	Variance Explained	
Complexity	0.733	57.57%	
Quality of hardware	0.809	44.44%	
Top Management's Support	0.730	64.98%	
HRIS Training	0.800	63.85%	
End User Participation	0.814	73.17%	
Service of IT Department	0.838	60.87%	
HRIS Security	0.744	66.74%	
HRIS Satisfaction	0.725	79.03%	

The construct validity of the variables of this study was affirmed as the correlation analysis supported the hypotheses formulated linking the relationship between the end user satisfaction on HRIS and the independent variables. The convergent validity of the variables was ensured as by performing a principal component analysis with the use of factor analysis in SPSS. The explained variance percentages of each dimension are illustrated in table 1.

1. Data Analysis

1.1. Correlation Analysis

As per the main objective of this research, the first test carried out was to test the hypothesis on the relationship of the independent variables with the dependent variable ie. the end-user satisfaction on HRIS. In order to conduct that test, bivariate analysis of Pearson's correlation was deployed. Since all the hypotheses were directional, one-tailed tests were applied. Table 2 illustrates the correlation values between the seven independent variables and the end-user satisfaction on HRIS in a nut-shell.

1.1.1. Complexity of HRIS and End-User Satisfaction

The first hypothesis of the study was, the higher the complexity of the HRIS the end-user satisfaction will be low. Hence it means that complexity and end-user satisfaction are inversely related.

Pearson correlation coefficient between complexity and end-user satisfaction is -0.638. This result illustrates that there is a strong negative relationship between complexity and end-user satisfaction. The derived relationship is statistically significant as the p value (0.000) is less than 0.01 level of significance. Therefore it can be statistically claimed that there is a negative or an inverse relationship between complexity and end-user satisfaction. Hence the results support the hypothesis that the higher the complexity of the HRIS the end-user satisfaction will be low.

Table 2 - Correlation Values

		End-user satisfaction on HRIS
Complexity	Pearson Correlation	-.638**
	Sig. (1-tailed)	.000
	N	37
Quality of Hardware	Pearson Correlation	.429**
	Sig. (1-tailed)	.004
	N	37
Top Management's Support	Pearson Correlation	.363*
	Sig. (1-tailed)	.014
	N	37
HRIS Training	Pearson Correlation	.363*
	Sig. (1-tailed)	.014
	N	37
End User Participation	Pearson Correlation	.529**
	Sig. (1-tailed)	.000
	N	37
Sercive of IT Department	Pearson Correlation	.668**
	Sig. (1-tailed)	.000
	N	37
HRIS Security	Pearson Correlation	.630**
	Sig. (1-tailed)	.000
	N	37

1.1.2. Quality of Hardware and End-User Satisfaction

The second hypothesis of the study was the availability of high quality and advanced hardware increases the end-user satisfaction on HRIS. Hence it means that the higher quality computer hardware will increase the end-user satisfaction.

Pearson correlation coefficient between quality of hardware and end-user satisfaction is 0.429, which is positive. This result shows that there is a moderate positive relationship between quality of hardware and end-user satisfaction. The derived relationship is statistically significant as the p value (0.004) is less than 0.01 level of significance. Thus it can be statistically claimed that there is a positive relationship between

quality of hardware and end-user satisfaction. Therefore the results support the hypothesis that the higher the quality of hardware the end-user satisfaction will be high.

1.1.3. Top Management's Support and End-User Satisfaction

Greater extent of the top management's support will increase the end-user satisfaction on HRIS is the third hypothesis of the study. Thus it means that the higher extent of top management's support in an organization to use HRIS will increase the end-user satisfaction.

Pearson correlation coefficient between top management's support and end-user satisfaction on HRIS is 0.363 which is positive. This result shows that there is a weak positive relationship between top management's support and end-user satisfaction on HRIS. The derived relationship is statistically not significant as the p value (0.014) is more than 0.01 level of significance. On that ground it can be statistically claimed that there is a positive relationship between top management's support and end-user satisfaction. However it is not a significant factor in determining end-user satisfaction.

1.1.4. End-User Participation and End-User Satisfaction

The next hypothesis to be tested by this research is that the higher levels of end-user participation in HRIS development and modifications will enhance the end user satisfaction. In other words, more the opportunities provided for the end-users of the HRIS to participate and provide suggestions and requirements during the HRIS development and modifications will increase their satisfaction on HRIS.

Pearson correlation coefficient between end-user participation and end-user satisfaction on HRIS is 0.529 which is positive. This result shows that there is a moderate positive relationship between end-user participation and end-user satisfaction on HRIS. The derived

relationship is statistically significant as the p value (0.000) is less than 0.01 level of significance. On that basis it can be statistically claimed that there is a positive relationship between end-user participation and end-user satisfaction. Therefore the results support the hypothesis that the higher levels of end user participation in HRIS development and modifications will enhance the end user satisfaction on HRIS.

1.1.5. HRIS Training and End-User Satisfaction

The fifth hypothesis of the conceptual model of this research is that provision of a sound training on HRIS to the end users will increase the level of end user satisfaction. It elaborates that the provision of high quality of training on HRIS to the end-users will enhance their satisfaction on HRIS.

Pearson correlation coefficient between HRIS training and end-user satisfaction on HRIS is 0.363 which is positive. This result shows that there is a weak positive relationship between HRIS training and end-user satisfaction on HRIS. The derived relationship is statistically not significant as the p value (0.014) is more than 0.01 level of significance. On that basis even though it can be statistically concluded that there is a positive relationship between HRIS training and end-user satisfaction, there is no ground to claim that the provision of sound training may cause end-user satisfaction.

1.1.6. Quality of IT department's service and End-User Satisfaction

The next hypothesis in this study is that high quality of IT department's service increases the hypothesis end user satisfaction. It explains that the high leverage of service in every aspect such as support, timeliness and friendly manner; provided by the IT department or unit of an organization will affect the increase of end-user satisfaction on HRIS.

Pearson's correlation coefficient between quality of IT department's service and end-user satisfaction on HRIS is 0.668 which is positive. This result shows that there is a strong positive relationship between quality of IT department's service and end-user satisfaction on HRIS. The measured relationship is statistically significant as the p value (0.000) is less than 0.01 level of significance. Therefore it can be statistically claimed that there is a positive relationship between quality of IT department's service and end-user satisfaction. Hence the results support the hypothesis that high quality of IT department's service increases the end user satisfaction.

1.1.7. HRIS Security and End-User Satisfaction

The final hypothesis of the conceptual model of this research is higher security level of HRIS will increase the end user satisfaction. It indicates that higher security measures or higher level of protection of HRIS will broaden the satisfaction on HRIS.

Pearson correlation coefficient between HRIS security and end-user satisfaction on HRIS is 0.630 which is positive. This result shows that there is a strong positive relationship between HRIS security and end-user satisfaction on HRIS. The derived relationship is statistically significant as the p value (0.000) is less than 0.01 level of significance. Thus it can be statistically concluded that there is a positive relationship between HRIS security and end-user satisfaction. Hence the results support the hypothesis that higher security level of HRIS will increase the end user satisfaction.

Since all the independent variables in the conceptual model relates to end-user satisfaction on HRIS as hypothesized, it can be reasonably concluded that all the independent variables affects end-user satisfaction on HRIS but in varying levels.

1.2. The Key Determinants of End-User Satisfaction on HRIS

The secondary objective of this study is to find out the key determinants or key variables among the independent variables which have a strong effect on end-user satisfaction on HRIS. ie, to ascertain the dominant variables or factors which determine the end-user satisfaction on HRIS especially in the Sri Lankan context. In order to analyze the predictors of the model, the 'Multiple Linear Regression Analysis' was deployed. The results obtained from the linear regression analysis are illustrated in table 3.

Table 3- Results of multiple regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.668 ^a	.446	.430	.45916
2	.771 ^b	.594	.570	.39892
3	.802 ^c	.644	.612	.37917
a. Predictors: (Constant), Service of IT Department				
b. Predictors: (Constant), Service of IT Department, HRIS Security				
c. Predictors: (Constant), Service of IT Department, HRIS Security, Complexity				

As per the results shown in table 3, 64.4% (R Square 0.644) of variance in end-user satisfaction can be explained with the variance of the combination consisting complexity, service of IT department and HRIS security; which is the highest variation of the model. Thus those variables are the predictors of the model. Therefore it can be statistically concluded that complexity, service of IT department and HRIS security are the dominant variables or key determinants of end-user satisfaction on HRIS.

2. Discussion of Findings

This study found out that there is a strong inverse relationship between the complexity of HRIS and the end-user satisfaction on HRIS. This finding endorses Thompson et al. (2007) where they argued that complexity can act as an obstacle against the implementation and expansion of an IS innovation since the firms may not be able to successfully implement and/or expand the system, and complexity results in a higher level of instability for a viable implementation hence amplify the risk of the HRIS project. Further, this finding supports the arguments of Thong (1999); and Grover (1993) who explained that complexity is negatively related to adoption of a system. Finding confronts Rouibah and Hamdi (2009) where they stated that the perceived usefulness of a system overlaps complexity hence modern system developers should not lament on complexity of a system.

This research also found that there is a moderately positive relationship between quality of computer hardware and the end-user satisfaction of an HRIS. This cannot be compared and contrasted with previous empirical studies since there were no such researches conducted to explore the relationship between quality of hardware and the end-user satisfaction on HRIS. It is important to notice that the researcher has included this variable because this study is highly focused to be applied in the Sri Lankan scenario. Therefore it is reasonable to conclude that this new variable is validated in the Sri Lankan context by this research. Due to the constraints on financial capital, the firms in Sri Lanka find it difficult to invest for most modern, technically advanced and state-of-art hardware.

Further, the research findings provide evidence that there is a weak positive relationship with the support of the top management of a firm on the end-user satisfaction on HRIS. This means that top management support is not a factor to determine end-user satisfaction. This finding confronts the argument of; Aladwani (2002); Kim and Kim (2008); Venkatesh et al. (2003); Al-Gahtani and King (1999); Mahmood et al. (2000); Winston and Benjamin (2000); and Petter (2008) where they argued that it is a highly significant factor on adoption and diffusion of

an IS and determining the end-user satisfaction on HRIS. However, the finding of this research on top management's support endorses the findings of empirical studies conducted by Rouibah and Hamdy (2009); and Anandarajan et al. (2002).

According to the findings of this research on end-user participation and the end-user satisfaction on HRIS, it derived a moderately positive relationship between those two variables. This finding backs the MIS gurus' recommendation of considering the end-users as the driving force in HRIS implementations while IT experts remain as facilitators. (Jayasundara, 2010). This also agrees with Laudan and Laudon (2007) who stress that high degree of end user involvement in IS projects will lead to systems to become more user-friendly thus resulting in end-user satisfaction. This is also proposed by Longinidis and Godzamani (2009). However, it contradicts with Kim and Kim (2008); Mahmood et al. (2000); Palanisamy and Sushil (2001); Winston and Benjamin (2000); and Petter (2008) who claim that end-user participation play the most dominant role in determining the end-user satisfaction on HRIS. Due to the moderate nature of the relationship, it supports the conclusion of Rouibah and Hamdy (2009) who state that end-user participation has only an indirect influence on end-user satisfaction.

Interestingly, the provision of sound HRIS training seems to have a low impact on end-user satisfaction though it is a positive relationship. This finding confirms the opinions of researchers such as Hosnavi and Ramezan (2010); Rouibah and Hamdy (2009); and Igbaria et al. (1997). But this finding confronts with Al-Gahtani and King (1999); Al-Gahtani (2004); and Gallivan et al. (2005) who claim that HRIS training has a strong and direct impact on end-user satisfaction.

A very significant positive relationship was found between the quality of IT department's service and the end-user satisfaction on HRIS. Though much empirical studies have not been performed regarding the relationship between the quality of IT department's service and the end-user satisfaction on HRIS, this finding affirms Longinidis and Gotzamani (2009) who concluded that interaction with the IT

department is one of the key variables which decides the end-user satisfaction of an IS.

Finally, a convincing positive relationship is discovered between HRIS security and end-user satisfaction. The HRIS security as a variable was incorporated in to the conceptual model by the researchers as a special variable on the Sri Lankan perspective. When extensively analyzing the literature of empirical studies on end-user satisfaction on HRIS, it is very rare to find out a research which has focused on the relationship between HRIS security and end-user satisfaction. But in the Sri Lankan context, HRIS security is treated as a dominant factor in determining the end-user satisfaction on HRIS. Thus it is reasonable to conclude that the new variable is highly related and validated to the Sri Lankan context.

2.1.1. Discussion of Findings from Multiple Linear Regression Analysis

The impact of each of the variables in the conceptual model on end-user satisfaction varies from very low to strong effect. The multiple linear regression analysis explains that variables namely, complexity; quality of IT department's service; and HRIS security are the predictors of end-user satisfaction on HRIS. In other words, those variables are dominant and have a direct impact in determining the end-user satisfaction on HRIS. All the other variables only have an indirect effect on the end-user satisfaction on HRIS. The indirectly influencing variables have a derived impact on the end-user satisfaction on HRIS due to the strong impact of the dominant variables. It complies with the research findings of Hosnavi and Ramezan (2010); Rouibah and Hamdy (2009); Igbaria et al. (1997); Anandarajan et al. (2002); and Longinidis and Godzamani (2009) where they also concluded that those variables have an indirect impact on the end-user satisfaction on HRIS. Thus they are secondary determinants of end-user satisfaction on HRIS. However it contradicts with the findings of; Aladwani (2002); Venkatesh et al. (2003); Kim and Kim (2008); Mahmood et al. (2000);

Palanisamy and Sushil (2001); Winston and Benjamin (2000); Petter (2008); Al-Gahtani and King (1999); Al-Gahtani (2004); and Gallivan et al. (2005) who claim that those factors have a strong and a direct impact on end-user satisfaction on HRIS

This finding is new in the HRIS literature on end-user satisfaction. This might have been caused because of the two new variables included in the conceptual framework in order to align it in to the Sri Lankan context. Some research conducted in the West provide evidence that complexity of an IS is not regarded as a key determinant in determining the end-user satisfaction on HRIS. Thompson et al. (2007) claim that this might be because the Western workers are more IT literate than the employees in developing countries. But this research finding confronts Thompson et al. (2007) and supports Thong (1999) who argues that complexity has a direct and dominant impact on IS satisfaction. When moving on to the next dominant factor, ie. quality of IT department's service, though it is researched very rarely in the HRIS literature, Longinidis and Gotzamani (2009) by their research in Greece, found out that the quality of IT department's service is a dominant factor in deciding the end-user satisfaction on HRIS. Therefore the finding of this research affirms Longinidis and Gotzamani (2009). Finally, the other factor recognized as a key determinant, ie. HRIS security was not researched previously in empirical studies in the discipline of HRIS.

2.2 Implications of the Findings

Though HRIS are immensely beneficial for a firm, they require a large investment to deploy. Firms that focus to earn a sufficient return from this gigantic capital investment should ensure focus on the factors that may have a direct effect on these systems' success and hence alleviate the risks associated with this specific investment. HRIS end-users' satisfaction is a surrogate measure of HRIS success (Wu & Wang, 2006). This research provides guidance for firms and managers who utilize HRIS or planning to employ an HRIS, about the major factors determining HRIS end-users' satisfaction and consequently

contributing to HRIS success. Effective management of these three factors, namely: “Complexity”, “Quality of the IT department’s service” and “HRIS security”, will help firms to avoid system drawbacks and gain the intended benefits of HRIS. Otherwise, the end-user satisfaction on HRIS will not occur and there is a high tendency of system failure due to the lower level of end-user satisfaction on HRIS since the end-users will be reluctant to accept and use the HRIS extensively.

It has been found by this study that “Complexity” of an HRIS is a dominant factor on the end-user satisfaction on HRIS. This may be due to the lower IT skills of Sri Lankan workers backed by causes such as the low levels of IT literacy rate and the technological infrastructure in Sri Lanka and the lower level of adoption and diffusions of IS in firms. Therefore it is recommended that the software builders should make HRIS that are less-complex where by such non-technical or less IT savvy employees of potential client organizations can quickly adapt to the HRIS and they will be able to utilize the HRIS within a very shorter time span. The complexity of a HRIS can be drastically minimized by some technical modifications such as incorporation of a user friendly and comprehensive graphical user interface (GUI) which is quite similar to Microsoft Windows operating system; inclusion of a detailed help menu or a self-support module; enhancing the customizability of HRIS according to the specific work routines and work processes of the client organization; including a troubleshoot diagnostic tools to the HRIS; and avoiding technical jargon as much as possible.

The other key determinant of end-user satisfaction on HRIS is the quality of IT department’s service. This may have also been recognized as a major determinant on the end-user satisfaction on HRIS due to the less IT familiarity of the Sri Lankan workforce. Thus they highly rely on the IT experts in order to get the assistance to do the job correctly with the HRIS and to rectify even the minor problems they encounter with the HRIS. Here, the recommendations of Longinidis and Gotzamani (2009) can be applied where they emphasized that the IT department should be employed with people who possess a thorough IT knowledge to assist the users to resolve their problems with the system

in a friendly and courteous manner. But in the Sri Lankan context, only financially strong organizations can afford to maintain an IT department of their own due to capital constraints. Therefore the researcher likes to recommend selecting an HRIS vendor who possesses a dedicated assistance service which is available on twenty four hours in everyday of the year (24/7/365). Such vendor should have a full time (24/7/365) dedicated call centre or a customer help desk, rapid deployment maintenance team and customers' doorstep service.

The final key determinant of end-user satisfaction on HRIS is the HRIS security. In non-IT savvy countries like Sri Lanka, the security issues have become major obstacles for the adoption and diffusion of any kind of IS. On the other hand, the increasing rate of cyber crimes has spread to Sri Lanka also. The legal protection against cyber crimes in Sri Lanka is still at its infancy level. There is a high potential danger of unauthorized data stealing, hacking and unauthorized data manipulation on the less secured IS. Therefore the firms in Sri Lanka, being aware of these growing threats, search for highly secured HRIS. The security level of IS can be enhanced collaboratively by the client organizations and the system developers. It is recommended to hand over system security rights 100% to the client organization by the system developers and to close all the 'trap doors' like Trojan horses, hacking programs and malware which put the HRIS vulnerable to cybercrimes (Jayasundara, 2010). Another best method to ensure HRIS security is to assign the level of access to different levels of users at the implementation stage of HRIS. The incorporation of an activity tracking system or surveillance system can also uplift the HRIS security. Some IT experts recommend the renewal of passwords of end-users periodically in order to alleviate the unauthorized data manipulation in case of password expose. Some other feasible actions that can be taken by the management includes, restriction of using external storage devices; non-provision of internet facilities to every computer (instead, keeping some computers dedicated for file copying and internet access); installing a strong anti-virus software for every computer. The HRIS vendors can also help to enhance the HRIS security by informing their clients about new and emerging security

threats; and providing security measures for free of charge or at a reasonable price. On the other hand, it is strongly recommended to backup the information and work done in HRIS on a regular basis to ensure data security.

2.3. Research Limitations

As with any study, this research has some inherent limitations. One such limitation is that since the research was conducted in one industry, ie. Banking industry, which has some unique working culture and some special characteristics, the results might not true or 100% applicable to other industries. The other fact is that since the sample comprised of the executive officers who represent the line management in the banks which were selected, the end-user satisfaction of the users of lower levels and higher levels than executive officer level is not covered. Specially, the end-user satisfaction on HRIS in the top management's perspective is imperative to assess a systems capability in terms of advanced features of HRIS such as "HR dashboard". Another limitation is that the end-user satisfaction on HRIS was measured by confining it to seven independent variables. Hence the other possible determinants on end-user satisfaction on HRIS were disregarded.

2.4. Directions for Further Research

Since this study has been confined to seven independent variables affecting the end-user satisfaction on HRIS, there might be some other variables which affect the end-user satisfaction on HRIS such as users' previous experience on IS, education level of the users, gender of the users, and job level of the users. Hence researchers can further look into factors influencing the extent of HRIS end-user satisfaction and determine if the same or a different set of factors is relevant in explaining the level of HRIS end-user satisfaction. Therefore it will be interesting to conduct a study on those aspects as well. Furthermore, it would be interesting to explore through an empirical research, possible

discrepancies in HRIS end-user satisfaction among organizations with different organizational profiles such as industry type, size of the firm, annual IT investment or among companies with different HRIS project characteristics such as HRIS vendor, availability of HRIS evaluation system and successful HRIS implementation.

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HIGH PERFORMANCE WORK PRACTICES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF THE STAR CLASS HOTELS IN SRI LANKA : UNLOCKING THE EMPLOYEES' BLACK BOX

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ABSTRACT

This study examines the impact of the High Performance Work Practices (HPWPs) on the Organizational Citizenship Behavior (OCB) of the employees in the star class hotels in Sri Lanka via mediating Organizational Justice (OJ) and Organizational Commitment (OC). This is a multi-level study. The population of the study consists of all the star class hotels ranging from one to five star located within Colombo City and the Greater Colombo Region, which is a total of 22 hotels. However, only 15 hotels have participated in the survey due to various reasons. The main and the specific objectives of this study is to identify the relationship between the HPWPs and OCB of employees in the star class hotels in Sri Lanka via mediating OJ and OC, than to understand the relationships between HPWPs, OJ, OC and OCB of the employees in star class hotels in Sri Lanka. In order to accomplish the objectives of this study, two structured questionnaires are administered. To assess the HPWPs, the data is obtained from a sample of 200 senior managers including either the General Manager or the Chief Executive Officer in the sampled hotels. To gather the information pertaining to the frontline employees' OJ, OC and OCB, a separate questionnaire is distributed among the 500 employees and only received a response from 239. To analyze the data to test the hypotheses of this study, Pearson's Correlation, Multiple Regression Analysis are used. The statistical results of this study

revealed that although there is no direct relationship between the HPWPs and OCB, an indirect relationship exists between the HPWPs and OCB via OJ and OC. Also OJ and OC are significant mediators on the relationship between HPWPs and OCB. There are positive and significant relationships between the HPWPs, OJ, OC and to except the relationship between the HPWPs and OCB.

Keywords: High Performance Work Practices, Organizational Justice, Organizational Commitment, Organizational Citizenship Behaviour

Introduction

In the contemporary business environment, organizations have to carry out their business activities in a highly competitive manner (Agarwala, 2002). As a result of the stiff competition, improvement in organizational performance has become a very challenging undertaking. Although traditional sources of competitive success like natural resources, technology and economies of scale do add value to an organization, their significance is decreasing as these sources are easy to imitate. As such, the importance of human resources (HR) as the greatest asset of a business organization has increased since HR consists of an organization's intangible, irreplaceable and inimitable resources (Pfeffer, 1994).

The association between the HRM and performance is based on two main conditions. The first is that, as a result of using HR efficiently, an organization can gain a competitive advantage (Barney, 1995). The second condition is that, the effective utilization of HR would depend on the application of the distinctive combinations of practices or as a bundle of practices which are popularly known as high-commitment, high-involvement or highperformance HRM practices (HPWPs) (Becker & Huselid, 1998; Becker & Gerhart 1996). During the past three decades scholars have made a tremendous effort to study the relationships between the HPWPs and organizational performance. These practices were tested in many settings (hotels, hospitals,

manufacturing firms, schools, audit firms etc.) and in many different countries (USA, UK, Japan, Korea, India, Taiwan, China, New Zealand etc.) However, comparatively scholars have paid a lot less attention to establish the relationship between HPWPs and various attitudes and behaviors of employees. However the HPWPs can shape and change the organizational culture by altering and changing the employees' attitudes and behavior (Wright, McMahan & McWilliam, 1994). The researchers found that the discretionary behaviors of the employees such as OCB are related to important organizational outcomes like performance (Podsakoff, Ahearne & MacKenzie, 1997; Whiteman, Van Rooy & Viswesvaran, 2010).

The purpose of this study is to investigate the relationship between the HPWPs and employee discretionary behavior; organizational citizenship behavior (OCB) through mediating attitudinal variables; organizational justice (OJ) and organizational commitment (OC).

Literature Survey

High Performance Work Practices (HPWPs)

The study of high performance work practices is an important area in Strategic Human Resource Management (SHRM) but only a few studies have been conducted so far. However a number of studies have showed that there is a positive link between the HR practices and firm performance. In 1996 Delaney and Huselid investigated by taking into account non-profit and for profit firms whether the methods used by an organization to manage its human resource can have a substantial impact on the many organizationally relevant outcome performance measures. The findings of the research showed that progressive HRM practices are positively related to the firm's performance. Ahmad and Schroeder (2003) who conducted a research considering data of 107 plants, found that there is a positive relationship between the HRM practices, employment security, selective hiring, self-managed teams, use of compensation contingent on organizational performance, the extent of training, reduced status distinctions, sharing of information.

There is enough evidence to prove that the methods used by an organization to manage its human resources can have a substantial impact on many organizationally relevant outcomes. But all the organizations do not use the same bundle of HR practices and it varies from one organization to another as well as from one industry to another. Gong et al (2010) considered the relationship between HPWPs and OCB through affective commitment. The study was based on six HPWP's; (1) selective hiring, (2) participation in decision making, (3) high pay on performance, (4) extensive training, (5) promotions within, (6) career planning and advancement. Thompson & Heron (2004) accepted the following as HPWPs in their study; (1) information sharing, (2) sophisticated recruitment, (3) induction, (4) training, (5) team working, (6) interpersonal development, (7) performance feedback, (8) involvement, (9) organizational level rewards. Gupta and Singh (2010) have found six HPWP's namely; (1) empowerment, (2) merit-based promotions and performance-based pay, (3) competency development, (4) information sharing, and (5) selective staffing, (6) flexible job design and tried to link them with OCB. Most of the HPWPs have a positive significant relationship with OCB. Lee and Kim (2010) found that in Korea, HPWPs are positively and significantly related to OCBs. According to the various studies done, about 14 practices have been identified as HPWPs namely; (1) employment security, (2) selective hiring, (3) self-managed teams, (4) extensive training, (5) sharing of information, (6) performance management, (7) empowerment, (8) high wages, (9) promotions within, (10) symbolic egalitarianism, (11) Grievance handling,

(12) quality of life/work, (13) Incentive pay, and (14) Employee Ownership (Becker & Huselid, 1998; Becker & Gerhart, 1996; Pfeffer, 1994; Hence for the purpose of this study, the above mentioned HPWPs are all considered. Sung and Ashton (2004) empirically tested 35 HPWPs by taking as the sample of the 100 best companies named by the Sunday Times newspaper in UK. Those are (1) Annual appraisal (2) Formal feedback on job performance from superiors/employers (3) Formal feedback on job performance from customers/clients (4)

Reviewing vacancies in relation to business strategy (5) Formal assessment tools for recruitment (e.g. competencies etc.) (6) Annual review of employees' training needs (7) Continuous skills development programs (8) Training to perform multiple jobs (9) 'Structured' induction training (10) 'Work-(re)design' for improved performance (11) Workforce diversity for competitive edge (12) Mentoring (13) Quality Assurance (eg: ISO9000 or other similar schemes) (14) The Business Excellence Model or equivalent (15) Performance pay for some employees (16) Performance pay for all employees (17) Profit-sharing for some employees (18) Profit-sharing for all employees (19) Share options for some employees (20) Share options for all employees (21) Flexible job descriptions (22) Flexible working (e.g. hours, locations, job-share etc.) (23) Job rotation (24) 'Familyfriendly' policies (25) Non-pay benefits (e.g. free meals, gifts or health packages)

Organizational Justice

Organizational justice has become one of the most interested topics among the scholars who carry out research in the fields such as HRM, Organizational Behaviour and Industrial Psychology. OJ emphasizes on the fairness of policies of the organizations such as pay systems, promotion policy, transfer policy etc. People in the organizations are highly concerned with how their performances are being rated, promotion decisions are taken, transfer policies, pay raises, and selection decisions are taken. These decisions are based on the procedures in the organization. Organizational Justice has been operationalized into three dimensions namely; Procedural Justice, Distributive Justice and Interactional Justice. (Deconinck, 2010; Liljebren & Ekberg, 2010; Sweeney & Mcfarline, 1993).

OJ has the power to create many benefits to the organization as well as to the workers. These benefits are greater trust, and commitment, job satisfaction, job performance, OCB and minimizing conflicts. Leana and Van Buren (1999) stated that the performance-based pay leads to the development of high-quality social exchange relationships resulting

in the employees spending more time doing things for the organization on OCB.

Cropazano et al., (2007) stated that the organizations must have fair practices related to hiring, performance appraisal, reward systems and conflict minimizing which resulted in improving the employees' perception about the organization. A considerable number of studies have been conducted to establish the link between procedural and interactional justice and OCB. However the results were not consistent (Moorman et al, 1993; Moorman 1991, Konovsky & Pugh, 1994). Moorman (1991) found that the perceptions of OJ will positively influence the dimensions of the OCB except in civic virtue and only interactive justice has the significant relationship with the dimensions of OCB. Organ (1988, 1990) showed two reasons as to why fairness supports OCB. He says by taking into consideration Adam's (1965) Equity Theory, how workers responded to equity or inequity would affect OCB. Organ's second argument was made based on Blau's (1964) definition on the difference between social and economic exchange. Employees build up a relationships with the organizations based on the social exchange and its affect to OCB. Dittrich & Carroll (1979) and Scholl et al (1987) revealed that the employee's perception of job equity and pay equity are significantly related to OCB. Knovsky and Folger (1991) found that there is a positive relationship between procedural justice and altruism. Farh et al (1990) revealed that there is a positive relationship between the employees' perceived fairness and OCB. Ponnu and Chuah (2010) found that the employees perceived both distributive and procedural justice which significantly contributed to improve OC. Leow and Khong (2009) found distributive and procedural justice were strong predictors of OC except for interactional justice. McFarlin and Sweeney (1992), Beugre (1996), Zeffan (1994), Memarzadeh & Mahmoudi (2010) found that there is a significant positive association between the procedural justice and OC. Colquitt et al., (2001) found that interpersonal and informational justice were weak predictors of OC, while distributive and procedural justice were highly related to OC.

On the relationship between the performance appraisal and OCB, results show that there is a sense of fairness and satisfaction in the process of performance appraisal and in the method of performance appraisals effect on the employee OCB (Matiaske & Weller, 2005). Tansky (1993) examined the relationship between OJ, OCB, OC and also the quality of the supervisory /subordinate relationship and found that there is a positive relationship between the overall justice and OC. Podasakoff and MacKenzie (1993) investigated the relationship between perceptions of procedural justice and OCB by controlling job satisfaction and OC. And they found that when the relationship between OJ and OCB were controlled and that there were no relationships between OC and OCB and job satisfaction and OCB. Procedural justice is related to a greater extent with OC, OCB and productivity than distributive justice (Viswesvaran and Ones, 2002).

Organizational Commitment (OC)

Organ Ryan (1995) argued that the reason for not linking the employees' work attitudes and organizational performance is that attention is paid on wrong performance. Instead of considering the traditional in-role performance it is more meaningful to link work attitudes with the discretionary extra-role behaviors like OCB. This is because from the workers' side they have the control over execution of OCB than the in-role performance. Hence work attitudes are more strongly related to enhance extra role behavior than organizational performance. One of the most significant antecedent of OCB is OC. OC refers to "the relative strength of a workers' identification with and involvement in a certain organization" Hence OC is an attribute which contributes voluntarily for the betterment of the organization. O'reilly and Chatman (1986) and Becker (1992) found that there is a significant relationship between OC and OCB. OC has become very popular and has received attention over the last two decades because organizations want their workers to enhance their performance and productivity. There are three types of commitment; affective commitment, continuance commitment and normative commitment.

Affective commitment is about the individual's psychological attachment to the organization. Workers would prefer to stay with an organization because of their attachment. Continuance commitment refers to the employees' preferences to stay with the organization because he believes if he leaves the organization he has to bear a higher cost rather than to stay on (Meyer and Allen, 1984). There are a number of studies which investigated the relationship between affective commitment and OCB (Moorman, et al., 1993; Organ & Ryan, 1995). The argument here is when the worker is psychologically attached to the organization, he or she is then motivated to make a lot of contributions to the betterment of the organization. Zaman et al., (2010) found that 28% of variance in OC has been explained by both procedural justice and distributive justice. When the organization implements good practices to enhance performance it helps workers to build up positive feelings about the HR practices within the organization. If the employee has favorable feelings about the rules and procedures of the organization, it will create OC about the work place. Workers who display high OC are more likely to engage in many behaviors such as OCB and high performance and which are believed to be beneficial to the organization (Chung, 2001).

Organizational Citizenship Behaviour

In today's challenging business environment organizations cannot survive without their member's positive behavior as good citizens. Organizational behavior scholars have paid a lot of attention on OCB since in order to have good citizens in organizations that have become a vital factor for their success. According to Organ (1988) OCB means the supportive and discretionary behaviors showed by employees which go beyond the normal work requirements. The word "discretionary" means the behavior exhibited by the worker that is not a requirement of his normal job description but it is something more than that. OCB could be adopted by a worker however failure to display such a behavior is not a reason for punishment. However

behaviors mentioned in OCB would help organizations to function more effectively.

From recent times, OCB has generated a considerable amount of scholarly attention since this behaviour resulted in the enhancement of performance. During the past two decades OCB has become an important research area for the scholars since it contributes to the enhanced efficiency and effectiveness of organizations. Bateman and Organ (1983) operationalized the OCB concept by identifying two types of behaviors namely (1) active and positive contributions such as punctuality and good attendance behavior and (2) omission of harm to peers or organization such as abstinence from making complaints and appeals over trivial matters. Most of the research that is carried out is to find out the antecedents and consequences of OCB but not to elaborate the concept of OCB. Smith et al., (1983) labeled altruism and generalized compliance as the two dimensions of OCB. Five years later Organ (1988) suggested five dimensions of OCB namely; altruism, conscientiousness, sportsmanship, curtesy, civic virtue. Williams and Anderson (1991) categorized OCB as the organizational focused and interpersonal focused OCB. Van Dyne et al. (1994) proposed another five dimensions namely; obedience, loyalty, participation, helping and voice. However these dimensions overlap with each other. For example Van Dyne et al's (1994) dimension of participation overlaps with Organ's altruism and also loyalty overlaps with sportsmanship (Moorman, 1991). But out of these various dimensions five dimensions have been empirically used by researchers (Mackenzie, Podsakoff & Fetter, 1991; Moorman, 1991; Podsakoff, MacKenzie and Bommer, 1996). From recent times, research on OCB has been gradually shifting towards the service industry. The literature shows the dimensions of service oriented OCB as loyalty, participation and service delivery. (Podsakoff and MacKenzie, 1997).

Tang and Tang (2011) examined the influence of HPWPs on the service oriented OCB through justice and service climate and found that service and justice climate mediates the relationship between HPWPs and OCB. Employees compare the rewards that they are receiving for their work with others within the organization (reward to

work ratio). If they feel that they are getting more, they will be more motivated to contribute to the organization. Procedural justice is more related to social exchange while distributive justice is more related to economic exchange. How employees are being treated by the management is known as interactional justice. Both organizational distributive justice and procedural justice are positively related to OCB where if the workers feel that they are fairly treated by the organization they are more likely to engage in OCB or more likely to work for the betterment of the organization than just what they are supposed to do. Both perception on distributive justice and procedural justice were strong contributors to increase OC (Ponnu & Chuah, 2010). Most of the previous studies revealed that the level of perceived fairness plays an important role in employee commitment. In addition to providing customers with excellent service, employees' responsibility is to provide their normal duties as well as to provide an extra role to enhance performance and also to upgrade the image of the organization. (Podsakoff & Mackenzie, 1997) Nevertheless the study to explore the impact of HPWPs on OCB is lacking (Organ, et al, 2006). It is very important to study the antecedents of the OCB especially in service providing organizations where customers expect high quality service not just from one single worker but from everyone. Moreover good HR practices create an environment that can encourage extra role behavior or OCB.

There is a positive link between the OCB and organizational effectiveness. Though number of dimensions has been developed by researchers to measure OCB there is no research done so far to empirically test all the dimensions of OCB in a single setting.

Problem Statement

For the purpose of this study, the researcher intends to consider the star class hotels in Sri Lanka since it is one of the most booming industries in the future, especially so due to the end of war. Because of the

peaceful situation in the country not only the foreigners but also the local guests have started visiting various places in the country. Currently the tourism sector is the 5th largest foreign income earner of the country (Annual Report, 2013, Central Bank of Sri Lanka).

The following table shows the summary of customers' satisfaction ratings given to the number of star class hotels located in the Colombo city area.

Table 01: Guests' Ratings of star class Hotels in Colombo

Star Class	Number of Comments	Rating as Excellent	Rating as Good	Rating as Average	Rating as Poor	Rating as Terrible
Five Star	147	20%	40%	17%	12%	11%
Four Star	119	5%	25%	41%	15%	14%
Three Star	89	10%	30%	30%	17%	13%
Two Star	85	9%	17%	33%	24%	17%
One Star	28	0%	28%	21%	9%	42%

Source: www.tripadvisor.com and www.Agoda.com retrieved on 17th February 2013.

To get a better understanding about the customers' satisfaction of the star class hotels the researcher did a survey by taking into consideration the comments given by both the foreign and local guests about their total satisfaction. For the purpose of the survey the researcher randomly selected ten hotels located in the Colombo city ranging from one to five star (two hotels from each category). The comments given by the guests through the web were also considered. As shown in Table 01, nearly 50% of the guests who stayed at the one star hotels were not satisfied (42% rated it as terrible), two star class 37%, three star class 30%, four star class 28% and five star 32% that were not satisfied with the hotels and rated the service either poor or terrible. It is obvious that a considerable number of guests who stayed at all the categories of star class hotels were not satisfied.

One possible way to accomplish this goal is to encourage the employees to display extra role behavior known as OCB than in-role

behavior. A considerable number of studies have demonstrated that HPWPs elicit attitudinal (OJ, OC, perceived organizational support, job satisfaction etc.) and behavioral outcomes (Innovative behavior, OCB etc.) of employees. If an organization adopts the various types of HPWPs and utilizes them as a bundle of practices which then leads to creating among the employees the perception on fairness, which then results in the improving of OC which in turn, yields discretionary behavior. So far around 27 HPWPs have been identified by scholars through conducting studies in various fields.

No study has been conducted in the hotel industry in Sri Lanka to find out the relationship between the HPWP's and its influence on perceived OCB. Perception about OCB is taken from the front line workers themselves and not from the supervisor's ratings. But to measure OJ and OC, responses will be obtained from the front line workers as well. To identify the HPWPs the target respondents will be the HR managers and chairman/CEO of the sampled hotels.

The following are the main and specific research issues of the study:

1. What is the relationship between the HPWPs and OCB of the employees in star class hotels in Sri Lanka via the organizational justice and organizational commitment?
2. What is the relationship between the HPWPs and organizational justice, organizational commitment and OCB of the employees in star class hotels in Sri Lanka?

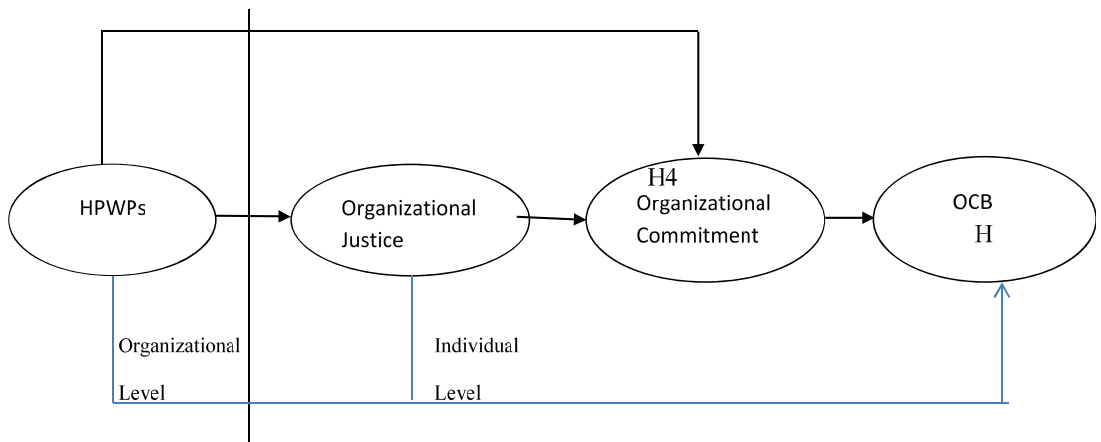
Objectives of the Study

To identify the relationship between the HPWPs and OCB of the employees in the star class hotels in Sri Lanka via mediating organizational justice and organizational commitment.

Research Framework

This is an explanatory model and shows the nature of the hypotheses of the study which are set out in dramatic form. According to the model the independent variable will be the High Performance Work Practices (HPWPs). The dependent variable of the study is the OCB. There are two intervening variables in the study namely the organizational justice and organizational commitment.

Figure 01: Research Framework



Hypotheses of the Study

The following are the main hypotheses of the study and the researcher has derived nine hypotheses based on past literature

- H1** Higher the adoption of HPWPs higher the Organizational Citizenship Behavior of employees in star class hotels in Sri Lanka.

- H2** Higher the adoption of HPWPs higher the Organizational justice of employees in star class hotels in Sri Lanka.
- H3** There is a positive relationship between HPWPs and Organizational Commitment of employees in star class hotels in Sri Lanka.
- H4** There is a positive relationship between HPWPs, OJ,OC and OCB of employees in star class hotels in Sri Lanka

Study Setting, Design and Sampling

Study Setting

In Sri Lanka, the places where the guests can stay are divided into three main categories namely; the graded establishments, supplementary establishments and others. Graded establishments are two fold; star class hotels and unclassified hotels. By the end 2012 there were 113 star class hotels ranging from one star to five star classes, which was located throughout the country. (Sri Lanka Tourism Development Authority, Annual Report, 2012).

Out of the 113 star class hotels, 14 hotels belongs to the five star category, another 14 belongs to four star category, 16 comes under three star, 34 hotels and 35 hotels come under the two star and one star category respectively. According to the classification done by the Sri Lanka Tourism Development Authority, the entire country has been divided into six regions namely; Colombo City and Greater Colombo, South Coast, East Coast, High Country, Ancient Cities and Northern Region. There are 22 star class hotels located within Colombo City and Greater Colombo. For the purpose of the study the researcher wishes only to include the star class hotels located within the Colombo City and Greater Colombo.

In 2010 the total number of employment in the tourism industry was at 55,023. These workers are employed in the various organizations such as the hotels, travel agencies, airlines, agencies providing recreational facilities, tourist shops, guides, national tourist organizations and also in the state sector (Sri Lanka Tourism development Authority, Annual report, 2012). The total number of employees that worked in the hotel sector was at 33,132 and out of which 10,123 workers served in the operational level category in the same year (Sri Lanka Tourism development Authority, Annual report, 2012). Out of the employees who worked in operational level category, 10,123 are the target population of this study. But the researcher wished to consider only the hotels located in the Colombo City and Greater Colombo. Hence the study population was the total number of employees that belongs to operational level category work in the all star class hotels located in the Colombo City and Greater Colombo. This number was at approximately 4000.

Sample

This study is a multi-level study since the population for this study consisted of the respondents that belong to the two levels. Those are the senior managers and the front line employees. The managerial category consisted of the HR manager/director and other senior managers from the each sampled hotel including the GM or CEO. The study population for senior manager category is 200 managers representing the 22 hotels located within the Colombo city and Metropolitan area. According to the information available there are approximately 200 senior managers that are working in the sampled hotels and as such, that number is the study population in this study. In order to represents a study population of 200 the required sample size is 140 (Krejcie and Morgan; 1970 as in Sekaran and Bougie, 2009).

In addition, to assess the mediating variables and the dependent variable of the study the researcher intended to collect the data from the frontline employees. By 2012, there were nearly 10,000 employees that have been working in star class hotels island wide (Annual Report,

2012, Sri Lanka Tourism Development Authority) and that is the target population of this study. But the researcher has decided to limit the study to the hotels located within the Colombo City and Greater Colombo, the study population was all the front line employees' work in the selected 22 star class hotels. There were approximately 4,000 employees that work in such a category. Hence 4,000 was the study population of this study. According to the statistical table formulated by Krejcie and Morgan (1970) as in Sekeran and Bougie, (2009) the required sample size is 351.

Data Collection Method

To gather information from the various sources the researcher administered a two structured questionnaire. The data were collected during the months of February to July 2013. For the purpose of collecting the information the researcher personally visited all the 22 hotels located within the area. In addition to the questionnaires, a covering letter which consisted of all the important details pertaining to the study has been entrusted to the person in charge of HR in each of those hotels. After explaining the details about the study, 15 hoteliers agreed to distribute the questionnaires and 07 hotels refused to undertake the task due to their own administrative policies and other reasons. In order to gather information from the frontline employees, 500 questionnaires were distributed among 15 hotels but only 249 were returned. However, only 239 questionnaires were in a usable state. The response rate from the frontline employees was nearly 67%. However the response rate is sufficient since in most of the research carried out in gathering data pertaining to employees perceptions, attitudes and behavior the response rate was less than the response rate in the current study. Hence the researcher distributed 200 questionnaires to the sampled hotels and has received response only from 68 of the respondents. The response rate of the managers to the questionnaire was nearly 34%. The response rate of most of the multi-level studies which are similar to the current study are even lower than 50%.

Testing of the Hypotheses

As the next step of the study, the researcher has made an attempt to test the hypotheses.

- H1** Higher the adoption of HPWPs, the higher the Organizational Citizenship Behavior of the employees in the star class hotels in Sri Lanka.
- H2** There is a positive relationship between the HPWPs and Organizational Justice of the employees in the star class hotels in Sri Lanka.
- H3** There is a positive relationship between the HPWPs and Organizational Commitment of the employees in the star class hotels in Sri Lanka.

Table 02 shows the correlation between the HPWPs and OCB, OJ and OC. The objective is to test if there is an association between the HPWPs and OJ, OC and OCB. The r value for HPWPs and OCB is .409 which is not significant ($r=.409$; $p>0.01$). H1 cannot be accepted.

The r value for HPWPs and OJ is .754 which is more than .3 and the p value is less than .01 ($r=.754$; $p<0.01$). Hence there is a positive significant association between the HPWPs and OJ. H2 can be accepted. The r value for HPWPs and OC is .581 which is more than .3 and the p value is less than .001 ($r=.581$; $p<0.05$). Hence there is a positive significant association between the HPWPs and OC. H3 can be accepted.

Table 02: Correlations between HPWPs, OJ, OC and OCB

		HPWPs	OJ	OC	OCB
HPWPs	Pearson Correlation	1	.754**	.581*	.409
	Sig. (2-tailed)		.001	.023	.130
	N	15	15	15	15
OJ	Pearson Correlation	.754**	1	.414	.514
	Sig. (2-tailed)	.001		.125	.050
	N	15	15	15	15
OC	Pearson Correlation	.581*	.414	1	.547*
	Sig. (2-tailed)	.023	.125		.035
	N	15	15	15	15
OCB	Pearson Correlation	.409	.514	.547*	1
	Sig. (2-tailed)	.130	.050	.035	
	N	15	15	15	15

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 03 shows the regression analysis results for the HPWPs, OJ, OC and OCB. R square value for HPWPs and OJ is .569. This means that only 57% of the variation in OJ is explained by HPWPs. R square values for HPWPs and OC and OCB .338 and .168 respectively. It implies that the HPWPs are responsible for both the 34% variation in OC and also the 17% variation in OCB.

Table 03: Regression Analysis of HPWPs, OJ, OC and OCB

Dependent Variable	R Square		Adjusted R Square	Std. Error of the Estimate
Organizational Justice	.754	.569	.536	.11941
Organizational Commitment	.581	.338	.409	.104
OCB	.287	.168	.08506	.13675

a. Predictors: (Constant), HPWPs

H4 There is a positive relationship between HPWPs, OJ,OC and OCB of employees in star class hotels in Sri Lanka

To test the 4th hypothesis of the study Multiple Regression Analysis was used. The Table 4.9 shows the results of the Multiple Regression Analysis.

Model	Standardized Coefficients		Unstandardize Coefficients		95.0% Confidence Interval for		Correlations		Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero order	Partial	Tolerance
1 (Constant)	.178	1.056		.168	.869	-2.146	2.501			
MGRPER	.197	.305	.253	.646	.532	-.867	.474	.409	-.191	.343
organizational_justice_mean	.415	.288	.503	1.439	.000	.220	1.049	.514	.398	.430
Organizational_commitment_mean	.697	.405	.486	1.722	.000	.194	1.588	.547	.461	.660

. Dependent Variable: OCB_mean

The Equation: $OCB = .178 + 0.197(HPWPs) + 0.415(OJ) + 0.697(OC) + U$

Thus for every unit increase in the HPWPs, OCB will be increased by 0.197 provided the OJ and OC remain unchanged. Similarly for every unit increase in OJ the OCB will be increased by 0.415 provided that HPWPs and OC remain unchanged. For every unit increase in OC, OCB will be increased by 0.697 provided that HPWPs and OJ remained unchanged.

Based on the standardized Beta coefficient s, the effect of Organizational justice on OCB is two times more than the effect of the HPWPs on OCB. The p-value for HPWPs is 0.532 which is more than 0.05. Thus, HPWPs is not a significant predictor of OCB. The p-value for OJ and OC are less than 0.01. Hence OC and OJ are significant predictors of OCB.

The 95% confidence interval for HPWPs is [-.867 and .474] where the value 0 falls between the two intervals and again HPWPs is not a significant predictor of OCB. The 95% confidence interval for the OJ falls between .220 and 1.049 where the 0 doesn't fall between the two intervals. Thus OJ is a significant predictor of OCB. The 95% confidence interval of OJC falls between .194 and 1.588. It implies again that OC is a significant predictor of OCB. For OJ, OC and HPWPs the Zero-order correlation values are more than 0.3.

However the partial correlation of the HPWPs and OCB, when controlled for the effect of OJ and OC on OCB, is very small in magnitude. Similarly the part correlation is also very small in magnitude.

These results indicate that HPWPs has no effect on OCB. In contrast the part and partial correlation of both OJ and OC with OCB are more than 0.3. The VIF values are below 5 indicates that there is no problem of multi collinearity.

The R square value is 0.421, which means that 42.1% of the variation in OCB can be explained by OJ, OC and HPWPs.

Findings and Discussion

HPWPs and the Organizational Citizenship Behavior

The statistical results of this study revealed that there is a positive relationship between the HPWPs and Organizational Citizenship Behavior ($r=.409$; $p>0.01$). However the relationship is not significant. Hence the H1 can't be accepted. Moreover the results of the regression analysis for the HPWPs and OCB show that 16.8% of the variation in OCB is explained by the HPWPs.

The findings in this study are somewhat controversial with the previous studies. Few scholars have examined the relationship between the various HR practices and OCB (Lee and Kim, 2010). Sun et al., (2007) examined the relationship between the HPWPs and the OCB by taking the hotels in China as a sample. They found that there is a significant positive relationship between the HPWPs and OCB. Pare and Tremblay (2007) found that the HPWPs have an indirect impact on the OCB via affective commitment and procedural justice. Lee and Kim (2010) have done a study that by taking a sample of 209 employees representing the 19 firms in Korea, they found that there is a positive relationship between the commitments based HR practices and OCB.

HPWPs and Organizational Justice

The statistical results revealed that there is a positive significant relationship between the HPWPs and OJ of employees in the star class hotels in Sri Lanka ($r=.754$; $p<0.01$). Hence the H2 can be accepted. The results of the regression analysis shows that 56.9% of the variation in the Organizational justice is explained by the HPWPs. It implies that the HPWPs are responsible to enhance more than 50% of the Justice Perceptions among the employees. The findings of the current study are consistent with previous research. Farndale et al., (2010) investigated

the relationship between the sub set of HR practices and their commitment of the organization via organizational justice.

The word organizational justice (OJ) is defined by Greenburg (1980) as the individual workers perception and also the reaction about fairness in an organization. Individual workers react to the decisions taken by an organization. The individual workers' perception about these decisions as being fair or unfair resulted in their subsequent attitudes and behavior. Hence the workers perception about fairness is a very important aspect to an organization since fairness affects the workers attitudes and behavior about work. Especially the employees that engage in a field like the hospitality industry where the most important aspect is to make the customers happy. To make the customers delighted, the employees have to play a vital role. In other words when the employees specially the frontline employees who deal with customers directly, perform well, it affects customer satisfaction.

Hence it is recommended to the practitioners, particularly in the hotel industry to adopt good HR practices to enhance the justice perception of the employees in order to accomplish their ultimate goals of making the hotels profitable.

HPWPs and Organizational Commitment

According to the results of the statistical analysis there is a positive significant relationship between the HPWPs and Organizational Commitment of the employees in the star class hotels in Sri Lanka ($r=.581$; $p<0.01$). Further, the results of the regression analysis reported that 33.8% of the variation in the organizational commitment is explained by HPWPs.

Hence H3 can be accepted. These finds are in line with findings of the previous research.

Agarwala (2003) identified the association between the innovative HR practices and OC. The results further revealed that the adoption of

innovative HR practices was the most significant predictor of OC and not their significance of achievement of organizational goals or managers' satisfaction of implementing those practices. Nasurdin et al., (2008) investigated the relationship between the HR practices, Organizational support and Organizational commitment. The results of the study demonstrated that the HR practices have positive and significant relationships with the organizational commitment. Wright et al., (2005) found that HPWPs are strongly related to OC and organizational performance. They argued that both HPWPs and organizational commitment are significantly related to operating costs and profitability of the organization. It implies that when the employees are managed with HPWPs, they become more committed to the organization. Thus the Organizational commitment leads them to display role behavior or performance.

Theoretical Implications

In this study, the researcher investigates the relationship between the HPWPs and OCB via Organizational Justice and Organizational Commitment using data from two different sources. Sun et al (2007) used the HPWPs as the predictor of service oriented OCB of hotel sector employees. But in this study the researcher used a more robust approach to investigate the relationships. The findings of this study open a new window to understand both the strategic human resource management and organizational behavior.

One of the main contributions of this study is to establish a very important cross-level model for OCB literature and also to identify the relationship by using the multiple level of analysis. In this research, data were drawn from the senior managers including HR managers and frontline employees who directly deal with customers. The multiple-level research method helps eliminate errors occurred pertaining to the single-level research design (Hofmann, 1997). Most of the previous research have investigated various determinants of OCB at the individual level, but very few studies have focused on studying the

multiple– level variables. The researcher has collected data for individual level predictors namely the Organizational justice, Organizational commitment and OCB and organizational–level predictors; HPWPs in this study. The findings revealed that HPWPs is a predictor of Organizational justice, Organizational commitment and finally OCB. These findings may direct the researchers and practitioners, especially the hoteliers to understand the relationship between the HPWPs and perceptions, attitudes and behavior of employees. This study provides a valuable contribution by joining the two disciplines HRM and organizational behavior.

Wright and Boswell (2002) observed that the studies investigating the impact of the bundle of HR practices on individual level outcomes are lacking. Further researchers investigating on how the individual HR practices affects attitude and behavioral outcomes and also to test the impact of the bundle of HR practices on OCB is also equally important. Some of the scholars however made an assumption that the HR practices as a bundle to increase organizational performance through changing the attitudes of the employees. This assumption however has been tested very rarely. Previous studies did not pay much attention to test empirically regarding as to whether employees put in more effort than what is stated in their job descriptions. But from recent time researchers started paying more attention to understanding the link between the HR practices and performance and also the mediating effect of attitudinal and behavioral variables.

This study is an attempt to identify the impact of HPWPs on the changing and shaping of the employees extra role behavior know as OCB via changing employees' justice perceptions and organizational commitment attitudes of the employees in the star class hotels in Sri Lanka. The study found that there are positive significant relationships between the HPWPs and OJ, OC and OCB. The study further revealed that the indirect impact of HPWPs on OCB is greater than the direct impact of HPWPs on OCB when two mediating variables; OJ and OC are controlled. It implies that as a result of adopting the HPWPs, the employees' behavior does not change directly. It happens as a result of

changing and shaping of their perceptions and attitudes toward the organization.

Conclusion

The principal purpose of this study was to identify the impact of HPWPs on Organizational Citizenship Behavior by mediating Organizational Justice and Organizational Commitment of the frontline employees in the star class hotels in Sri Lanka. The findings of this study open a new window to understand both strategic human resource management and organizational behavior. One of the main contributions of this study is to establish a very important cross –level model for OCB literature and also to identify the relationship by using multiple levels of analysis. The findings revealed that HPWPs as a predictor of Organizational justice, Organizational commitment and finally OCB. These findings may direct researchers and practitioners specially hoteliers to understand the relationship between HPWPs and perceptions, attitudes and behavior of employees. This study provides a valuable contribution by joining two disciplines SHRM and organizational behavior.

However less attention has been paid by the researchers to study the impact of HPWPs on employees' attitudes and behaviors. The researchers argued that there is a link between HPWPs and performance. And it is not a direct link. Firstly as a result of adopting effective HR practices by the organizations, employees change their perceptions, attitudes and behavior in a positive manner. Ultimately those perceptions, attitudes and behaviors of employees, improve the organizational performance. And this mechanism is popularly known as unlocking the employees' black box. The study found that there are positive significant relationships between HPWPs and OJ, OC and OCB.

The study further revealed that the indirect impact of HPWPs on OCB is greater than the direct impact of HPWPs on OCB when two mediating variables; OJ and OC are controlled.

It implies that as a result of adopting HPWPs, employees' behavior do not change directly. It happens as a result of changing and shaping their perceptions and attitudes toward the organization. One of the main contributions of this is its explanation on of the mechanism of how HPWPs improve OCB of frontline employees in hotels. The reason for the same is that instead of directly responding to these HPWPs, employees take action according to what they perceived about these practices. This study empirically provides evidence to prove such notion is true since the indirect impact of HPWPs on OCB via mediating Organizational justice and Organizational Commitment is greater than the direct impact of HPWPs on OCB.

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