

Conceptual Study on Impact of Human Resource Practices on Organizational Performance in State Universities in Sri Lanka: The Mediating Role of Employee Attitude

M.T. Ahamed Azhar, Ph.D. Research Scholar, Post Graduate Unit, Faculty of Management and Commerce, South Eastern University of Sri Lanka, email id: ahamedazhhar@seu.ac.lk

Prof. Dr. MBM. Ismail, Professor in Management, Former Head of the Department, Department of Marketing Management, Faculty of Management and Commerce, South Eastern University of Sri Lanka, email id: mbmismail@seu.ac.lk

ABSTRACT

The impact of Human Resource (HR) practices on the performance of state universities in Sri Lanka is analyzed in the context of mediating employee attitudes encompassing customer orientation, resource management, internal business processes, and learning and growth. The objectives of this research are to identify the determine factors influencing HR practices, organizational performance, and employee attitudes in Sri Lankan state universities. It also aims to establish the link between HR practices and organizational performance in these institutions while exploring the mediating role of employee attitude between HR Practices and organizational performance in State Universities in Sri Lanka. Ultimately, the research seeks to construct a conceptual model that delineates the conceptual relationships between HR practices and organizational performance factors within Sri Lankan state universities. This research is structured in two stages: the first phase is classified as exploratory research, during which a conceptual model is developed based on identified factors. The subsequent stage is a conclusive research design, combining descriptive and causal research methods. The researcher has collected a total of 184 articles as sample data pertaining to HR practices, organizational performance, and employee attitudes. Secondary sources were also consulted for data collection. Qualitative analysis has revealed that the factors influencing HR practices in Sri Lankan state universities encompass Recruitment and Selection (RS), Training and Development (TD), Performance Appraisal (PA), Reward Management and Compensation (RMC), Working Environment (WE), and Organizational Culture (OC). Factors influencing Organizational Performance (OP) are associated with Customers (Students), Resources (Academic and Administrative staff), Internal Business Processes (Degree programmes, etc.), Innovation, Learning, and Growth (ILG). Employee attitude factors include Job Satisfaction (JS), Employee Engagement (EE), Employee Commitment (EC), Employee Involvement (EI), as well as affective, behavioral, and cognitive components of attitude. Utilizing these identified factors, a conceptual model has been devised to elucidate the conceptual relationships between HR practices and organizational performance factors, taking into account the mediating influence of employee attitude factors.

Keywords: Employee attitude, human resource practices, organizational performance, conceptual study.

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INTRODUCTION

In Sri Lanka, the higher education system is overseen and regulated by the Central Government. This comprehensive system encompasses 17 State Universities, 2 Campuses, 5 Government Universities (established as per the Parliament Act), and 19 other higher education institutions, all under the purview of the University Grants Commission except the 05 state universities established under the Parliament Act. The Ministry of Higher Education plays a pivotal role in shaping higher education policies in Sri Lanka. The University Grants Commission, as per the Universities Act No. 16 of 1978 and its subsequent amendments, administers and supervises the 17 State Universities and Higher Education Institutions (HEIs) (Sri Lanka University Statistics, 2021)

Over the years, the higher education system in Sri Lanka has experienced significant growth in size, scope, and capacity, particularly since the 1980s. The Government of Sri Lanka and the relevant regulatory bodies have been proactive in implementing various measures to support and foster this expansion. Their aim is to transform Sri Lanka into the preferred destination for excellence in higher education in the Asian subcontinent, achieved through performance-oriented policy reforms, enhancements in academic program quality, and improvements in teaching and administrative staff competence, and the upgrade of learning resources. (The Development Policy Framework, Government of Sri Lanka, 2016).

Previous studies have consistently emphasized the fundamental role of human resources in universities and higher educational institutions. They underscore that the quality of an educational institution's human capital and its commitment to effective human resource management serve as the cornerstone of educational administration, as pointed out by Jones and Walters in 1994. However, in Sri Lanka, recognizing the need to compete effectively in today's knowledge-driven world, must invest in developing its intellectual and human capital. To achieve this, the higher education system of the country should focus on nurturing professionals, scientists, technocrats, managers, and administrators who are not only highly educated and skilled but also possess a spirit of entrepreneurship and innovation, as highlighted by Wickramasinghe in 2018. Employees are unequivocally one of an organization's most valuable assets, significantly contributing to its growth and success, as affirmed by Danish and Usman in 2010. Similarly, universities, as both training and research institutions, must prioritize the attraction, retention, and development of their employees. Universities require a workforce that is well-trained and motivated, fostering a strong commitment to conducting research and providing training for national development, as argued by Lew in 2009.

Human resources play an indispensable role in achieving objectives and maintaining better performance (Idrus et.al, 2018). Collectively, these research findings underscore the critical role of human resource practices in enhancing the performance of universities and higher educational institutions, which has been a consistent theme in prior studies. Effective application of specific Human Resource Management (HRM) practices leads to a heightened commitment of university employees and, consequently, improved university performance, as noted by Chen and Shahzad in 2009. The implementation of appropriate HRM practices for university employees serves as a catalyst for enhanced university performance, echoing the sentiments (Lew, 2009). In recognition of the importance of enhancing university performance, many institutions are embarking on strategic initiatives to optimize their HRM practices, as observed by Sirat in 2005. It is crucial to emphasize that the mere presence of human resources does not guarantee institutional success; instead, institutions must diligently manage their human resources by executing appropriate HRM practices to attain superior performance, as emphasized by Cameron and Grootenboer in 2020.

There is abundance of previous studies that highlight human resource practices and organizational

performance. But there is an argument that human resource practices vary person to person. This notion has also been stated by previous authors. Belief of employees about HRM practices may differ from person to person (Chen et al., 2009). This idea gave a research gap of linking human resource practices and the organizational performance along with employee attitude. Very few studies have been conducted to know the human resource practices and organizational performance with the mediation of employee attitude in foreign contexts and in different periods. However, no study has been conducted in Sri Lankan context as far as the literature review done so far. Therefore, this proposed study tries to add the intermediation of employee attitude with human resource practices and the organizational performance in State Universities in Sri Lankan context.

STATEMENT OF PROBLEM

The research problem is stated by findings of previous studies as mentioned Abubakar (2019); Arachchige and Robertson (2015); Olajide (2014); Asthana & Bhatnagar (2015); Soomro, Shah, and Memon (2020). The following three studies focus on human resource practices and organizational performance. Abubakar (2019) studied on effect of training on employees' performance in higher institutions of senior and junior academic staff of Bauchi State University Gadau. The study recommended that a mechanism should be created for proper assessment and evaluation of employee performance after training as this will ensure that only employees who require training are sent on training. Arachchige and Robertson (2015) studied the effect of high-performance work practices of human resource management on organizational outcomes from Sri Lankan perspective. Olajide (2014) studied employees' attitudes and efficiency of human resource management practices in Nigeria. The findings of this study indicated that attitudinal dimensions such as commitment Trust, employment relations, and self-motivation are significantly related to efficiency of HRM practices. Asthana & Bhatnagar (2015) studied the impact of attitude on job performance of teaching staff from a theoretical perspective in higher educational institutions in National Capital Region, India. The study concluded that attitude is important for job performance. Soomro, Shah, and Memon (2020) conducted a study on role of employee attitude as mediating variable between human resource practices and organizational performance from public sector universities in Pakistan. This study found that positive and significant relationship between the predictors with employee attitude as a mediating variable and afterward, also there was a positive and significant role between employee attitude and the endogenous construct, organizational performance. A significant gap exists in the research when it comes to exploring the connections between three key elements within higher educational institutions in Sri Lanka: human resource practices, organizational performance, and employee attitudes. Notably, previous studies have shown links between human resource practices and organizational performance, as well as between employee attitudes and both human resource practices and organizational performance. Researchers are enthusiastic about gaining a comprehensive understanding of these critical variables using a mediation framework.

Currently, an active investigation by the researcher reveals a dearth of studies that delve into the intricate interplay between human resource practices, organizational performance, and employee attitudes through the mediation lens. This situation offers a valuable opportunity for the researcher to further delve into and substantiate the relationships among these elements. Consequently, the researcher's primary objective is to strengthen the connections between human resource practices, organizational performance, and employee attitudes by employing a mediation approach. Thus,

connection between human resource practices with organizational performance with the mediation of employee attitude is established by researcher.

RESEARCH QUESTIONS AND OBJECTIVES

Findings of previous literatures confirm that research problem or research issue exists on human resource practices, organizational performance (State Universities' Performance) and employee attitudes. Therefore, researcher raises the following research questions and set the following as research objectives.

Research Questions

1. What factors determine HR practices, organizational performance and employee attitude in state universities in Sri Lanka?
2. Whether HR practices are related to organizational performance in state universities in Sri Lanka?
3. Whether employee attitude mediates between HR practices and organizational performance in state universities in Sri Lanka?

Research Objectives

1. To determine factors affecting HR practices, organizational performance and employee attitude in state universities in Sri Lanka.
2. To know the relationship between HR practices, organizational performance in state universities in Sri Lanka.
3. To determine the mediating role of employee attitude between HR practices, organizational performance in state universities in Sri Lanka.

SIGNIFICANCE OF THE RESEARCH

This research holds significant importance in several aspects, focusing on a multi-dimensional perspective encompassing human resource practices, employee attitudes, and performance metrics within State Universities. As an administrator at the South Eastern University of Sri Lanka, I am personally interested in conducting this study to enhance the efficiency of the university system. The outcomes of this study are anticipated to offer valuable insights to both academics and administrators, contributing to the seamless operation of State Universities.

This research tries to establish a conceptual model tailored to Sri Lankan State Universities, bridging various research gaps, including gaps in existing literature, methodology, context, and analytical approaches. In addressing the literature gap, prior studies have primarily explored the relationships between two variables, such as human resource practices and organizational performance, human resource practices and employee attitudes, and employee attitudes and organizational performance. This proposed study is expected to connect three variables such as human resource practices, organizational performance and employee attitude. To address the methodological gap, this study is designed to employ a substantial sample size with stratified sampling techniques, ensuring robust and representative data collection. In contrast to previous

studies conducted in foreign contexts like Pakistan, Bangladesh and India, this research aims to fill the context gap by conducting a comprehensive study in Sri Lanka, which has been notably absent from the existing literature. In case of analytical gap, previous studies had used different analyses such as correlation, regression and exploratory factor analyses. This proposed study is expected to use descriptive statistics, correlation, regression, exploratory factor analyses, confirmatory factor analyses and structural equation modelling. Similarly, the study is to identify the best human resource practices that can enhance the performance of Sri Lankan state universities. Employees are recognized as pivotal assets to an organization, contributing to its growth and success, as supported by research literature. Effective implementation of specific human resource management practices has been shown to foster employee commitment and positively impact university performance. This research aligns with the notion that the strategic application of HRM practices translates organizational aims into policies, creating strategies for gaining a competitive advantage.

The study is expected to be valuable to Sri Lankan policymakers, including the government, Ministry of Higher Education, and University Grants Commission, in formulating and implementing effective higher education policies. These policies can enhance the quality of academic programs, improve the quality of teaching and administrative staff, and upgrade teaching and learning resources, thereby contributing to the development of a skilled and educated workforce, the creation of new employment opportunities, and the overall national economic development as highlighted by Development Policy Framework, Government of Sri Lanka (2016).

REVIEW OF LITERATURE

This section is divided into seven distinct parts, which encompass (1) human resource practices, (2) organizational performance, (3) employee attitude, (4) the synergy of human resource practices and organizational performance, (5) the interplay between human resource practices and employee attitude, (6) the dynamic relationship between employee attitudes and organizational performance, (7) the dynamic relationship among human resource practices, organizational performance and employee attitude.

HR Practices

The practice can manifest in various forms, such as a system, a process, an activity, a norm, a rule, an accepted or expected habit, or simply as a way of doing things. Any practice aimed at enhancing competencies, commitment, and fostering a positive culture can be categorized as an HR practice (Source: Ruchi Goyal & Madhu Shrivastava, 2012). A review of the literature has identified several factors associated with human resource practices. In their study, Anwar & Abdullah (2021) discovered that HRM practices encompass incentives, employee training, selective hiring, job security, and decentralization, and these practices have a positive correlation with organizational performance. The recruitment and selection of employees significantly influence an organization's performance, using the example of recruitment and selection practices at the University of Ghana (Saviour, et.al., 2016). Faruque Hossain & Shamsur Rahman (2019) found that revising and integrating HRM practices in academic institutions can lead to improvements in maintaining and sustaining academic quality. Their research also revealed that a review of HRM literature brought forth best practices and research gaps in educational institutions. They further concluded that HRM

practices and their functions have a profound impact on organizational performance.

Organizational Performance

The term "performance" is defined as "the act of doing, working, or functioning" (Hornby, 2000). Performance reflects how an organization does its activities, either bad or good. In the context of organizations, performance signifies the effectiveness with which an organization carries out its activities. These activities revolve around essential elements such as key service lines, customers, resources, and learning and growth. However, key service lines pertain to the primary degree programs offered by state universities, while customers refer to the students enrolled in these institutions. Resources encompass financial assets, including government funding, physical infrastructure (e.g., buildings), and the human resources consisting of state university employees. Learning and growth encompass opportunities for teaching and learning, research and development, and community development outreach provided by state universities to their staff. Improved quality enhancement of these activities leads to improve organizational performance, conversely decline poor quality of these activities leads to ineffective organizational performance.

The quality of an organization's performance depends on how well it executes these activities. Literature review reveals several factors influencing organizational performance. Kaplan and Norton (1996, 2000, 2004, 2006, and 2008) suggest that financial performance, customer satisfaction, internal business processes, and learning and innovation capabilities are key determinants of organizational performance. Beard (2009) identified student learning outcomes, student and stakeholder-focused results, budgetary and financial performance, market results, faculty and staff effectiveness, organizational efficiency, governance, and social responsibility as factors shaping organizational performance. Ballentine and Eckles (2009) contend that financial strength, internal processes, human resources, and organizational development also play significant roles in determining organizational performance.

Employees Attitude

In any workplace, the most conspicuous aspect of behavior is the attitudes of employees toward various situations and their performance. Numerous authors have sought to define attitude by examining how people respond and behave in different scenarios. Eagly and Chaiken (1933) characterize attitude as a "psychological tendency that manifests through the evaluation of a specific entity, whether with favor or disfavor." This implies that attitude is essentially a psychological sentiment evaluated in terms of positivity or negativity. Fishbein and Ajzen (1974) offer a similar perspective, defining attitude as a positive or negative emotional or mental state developed and organized through experience, which has a distinct impact on an individual's reactions to people, objects, and circumstances.

Akintayo (2010) defined the Employee attitude as the extent to which an employee feels dedicated to their organization. Ongori (2007) describes employee attitude as a comprehensive response to the entire organization and the level of attachment or loyalty felt by employees toward the organization. Zheng (2010) simplifies it by referring to employee attitude as merely employees' orientation towards the organization, which encompasses various facets. However, the significance of employee attitude cannot be overstated in achieving organizational success. Employee attitude is dynamic factor in achieving organizational performance. Employees with low levels of positive attitude tend to merely fulfill their job requirements without investing their

full commitment to the organization's mission. In general, "attitude" can be understood as an individual's overall judgment, reaction, or evaluation of a situation or event, and it can lead to positive or negative behaviors that can yield favorable or unfavorable outcomes when interacting with people within an organization.

A review of the literature reveals several determinants of employee attitude. Devadhasan, Vetrivel, & Magda (2021) found that employee attitude is influenced by work-life balance (WLB) practices, person-job fit (PJF), and turnover intention. Wainaina, Iravo, & Waititu (2014) identified employee organizational commitment, encompassing affective, continuance, and normative commitment, as well as employee involvement in decision-making, as key drivers of employee attitude. Lakshminarayanan & Pai (2021) emphasize the role of high-performance work systems (HPWSs), the ability-motivation-opportunity (AMO) framework, work engagement (WE), organizational commitment (OC), and turnover intention (TI) in shaping employee attitude. Bhatti (2013) highlights the importance of organizational commitment (affective commitment, continuous commitment, normative commitment) and employee participation in influencing employee attitude.

Human Resource Practices and Organizational Performance

Akhtar, Azeem, and Mir (2014) examined the influence of HRM practices on the perceived organizational performance in higher educational institutions within Pakistan. They gathered data from university teachers across a range of public and private sector universities in Pakistan. Their research took the form of a cross-sectional study carried out in a natural, non-contrived setting. The data underwent analysis through regression analysis, descriptive statistics, and reliability analysis using SPSS. The findings of this study affirmed that an organization's HR practices have a direct impact on its overall performance, highlighting the interconnected relationship between these factors.

In a separate investigation, Karunarathna & Weligamage (2018) endeavored to explore the impact of Strategic Human Resource Management (SHRM) on the organizational performance of the Cable Industry in Sri Lanka. They also investigated the mediating role played by organizational climate. This research considered three main variables: SHRM as the independent variable, organizational performance as the dependent variable, and organizational climate as the mediating variable. The study included 126 managerial staff members from the cable industry, selected using systematic random sampling. The respondents completed questionnaires distributed via email, and data analysis involved both inferential and descriptive statistics. The results revealed a positive linear relationship between SHRM and organizational performance, SHRM and organizational climate, and organizational climate and organizational performance. Additionally, the study highlighted the mediating effect of organizational climate on the relationship between SHRM and organizational performance.

Meanwhile, Singh and Kassa (2016) explored the impact of HRM practices on organizational performance at Debre Brehan University. Their survey involved 169 employees, encompassing both academicians and support staff. The survey questionnaire contained 58 items related to various HRM practices and university performance. The study identified significant relationships between specific HR practices, such as recruitment and selection, training and development, performance appraisal, and compensation, and university performance. The convenience of the researcher dictated the survey's timing. To enhance university performance, the findings suggested a need for increased emphasis on compensation and recruitment and selection, as well as

improvements in the areas of performance appraisal and training and development. Unlike many prior studies that have primarily focused on HRM practices in the private sector in Ethiopia or solely on academicians as the study sample, this research contributed to the existing knowledge on the impact of HRM practices on university performance in Ethiopia by encompassing both academicians and administrative staff.

Hypothesis Development

Null Hypothesis	Alternative Hypothesis
Human resource practices are not related to organizational performance	Human resource practices are related to organizational performance

Human Resource Practices and Employee Attitudes

Olajide (2014) conducted a study that delved into the relationship between employee attitudes and the effectiveness of HRM practices in Nigeria. This research investigated how various attitudinal dimensions, including commitment, trust, employment relations, and self-motivation, are significantly linked to the efficiency of HRM practices. The study involved surveying 1,940 firms operating in Nigerian industries through the use of structured questionnaires, which were randomly distributed. The findings of this study revealed that these attitudinal dimensions play a crucial role in determining the efficiency of HRM practices.

Tabiu and Nura (2013) examined the impact of HRM practices on employee job performance within Usmanu Danfodiyo University in Sokoto. This research aimed to test the hypothesis that effective HRM practices have positive effects on employees' job performance. The results indicated that while not all HRM practices showed significant correlations with employee job performance, there was indeed a relationship between them.

Debra and Truitt, (2011) studied the impact of training and development on employee attitudes as well as their perceived job proficiency. They also highlighted the connection between training experiences and job proficiency attitudes. Examining a cohort of 237 full-time salaried/exempt and hourly/nonexempt employees hailing from an academic institution and three businesses across Maryland, Delaware, and Arizona, the findings revealed a direct correlation between positive training experiences and favorable attitudes towards job proficiency. Notably, the study disclosed that 86.8% of individuals who had undergone updated training displayed the most optimistic attitudes towards training. Furthermore, the research also highlighted that 80% of those with negative training attitudes similarly held negative perspectives on their job proficiency.

Hypothesis Development

Null hypothesis	Alternative Hypothesis
Human resource practices are not related to employee attitude	Human resource practices are related to employee attitude

Employee Attitudes and Organizational Performance

The influence of employee attitudes on an organization's performance. Since employees serve as the fundamental source of profit and competitive advantage, any efforts directed towards enhancing their performance are ultimately geared towards improving the organization's overall performance (Yadav, 2015). Various psychological and environmental factors were found to impact employee performance. The primary emphasis of the study lay in investigating the impact of attitudes on employee performance, specifically exploring factors such as employee and leadership behaviors, job satisfaction, job attitude, motivation, and training.

In a separate study by Zeena Flavia D'souza in 2018, the subject of investigation was the relationship between employee attitudes and their commitment to the organization. The paper conducted a comprehensive review of existing studies that aimed to establish this connection, focusing on the extent to which employees align with the organization's requirements, policies, and principles. The primary objectives of the paper were to gain a deeper understanding of how employee attitudes relate to their commitment to the organization. The accumulated research findings consistently supported the idea that organizational commitment is a direct result of employee attitudes, which, in turn, contributes to job satisfaction. It highlighted that employee commitment to an organization is influenced not only by compensation and benefits but also by the attitudes employees hold towards the organization.

A study by Kumar Asthana & Bhatnagar (2017) a theoretical perspective on the impact of attitudes on the job performance of teaching staff. In today's competitive globalized landscape, organizations must prioritize employee performance to ensure holistic development which leads to competitive advantage and value creation to the organization. Employee performance can be viewed as a dependent variable affected by numerous factors, including organizational structure, strategy, policies, the psychosocial work environment, and motivational approaches. Organizations are increasingly recognizing that employees are not just factors of production but also crucial for creating a competitive advantage. Therefore, nurturing and developing their potential is a paramount duty for any organization.

Hypothesis Development

Null hypothesis	Alternative Hypothesis
Employee Attitude is not related to organizational performance	Employee Attitude is related to organizational performance

Human Resource Practices, Organizational Performance and Employee Attitude

Human resource practices play a pivotal role in cultivating a strong rapport between employees and employers, consequently influencing employee attitudes and, in turn, impacting overall business performance. Soomro, Shah, & Memon (2020) conducted a study investigating the mediating role of employee attitude in the relationship between HR practices and organizational performance, focusing on public sector universities. The primary objective of their research was to scrutinize the influence of HR practices on organizational performance, recognizing the critical importance of HR practices for an organization's success. Also, this study highlighted that a

positive and significant relationship between the predictors and employee attitudes, with employee attitudes also demonstrating a positive and significant association with organizational performance. Further research revealed that employee is the foremost factor of organization, if the policies would be in employee favor the attitude will be positive and ultimately organization will achieve its desired objectives.

Hypothesis Development

Null hypothesis	Alternative Hypothesis
Employee Attitude has no mediation between human resource practices and organizational performance	Employee Attitude has mediation between human resource practices and organizational performance

Factors for human resource practices, organizational performance and employee attitude in State Universities

Review of literature supported to derive the following factors for human resource practices, organizational performance and employee attitude in State Universities.

Table 1: Factors for State Universities in Sri Lanka, Employee Attitude, and Organizational performance

Human Resource Practices in Stat Universities	Employee Attitudes in State Universities	Organizational Performance
Recruitment and Selection (RS)	Job Satisfaction (JS)	Customer (Students)
Training and Development (TD)	Employee Engagement (EE)	Resource (Academic and Administrative staff, etc.)
Performance Appraisal (PA)	Employee Commitment (EC)	Internal Business Process (Degree Programmes, etc.)
Reward Management and Compensation (RMC)	Employee Involvement (EI)	Innovation & Learning / Learning & Growth
Working Environment (WE)	Attitude components Affective Component Behavioral Component Cognitive Component	
Organizational Culture (OC)		
06	05	05

(Source: Literature review)

CONCEPTUAL MODEL

A conceptual model has been created by researcher using identified factors for human resource practices, organizational performance and employee attitudes of state Universities in Sri Lanka. This conceptual model is shown in Figure 1.

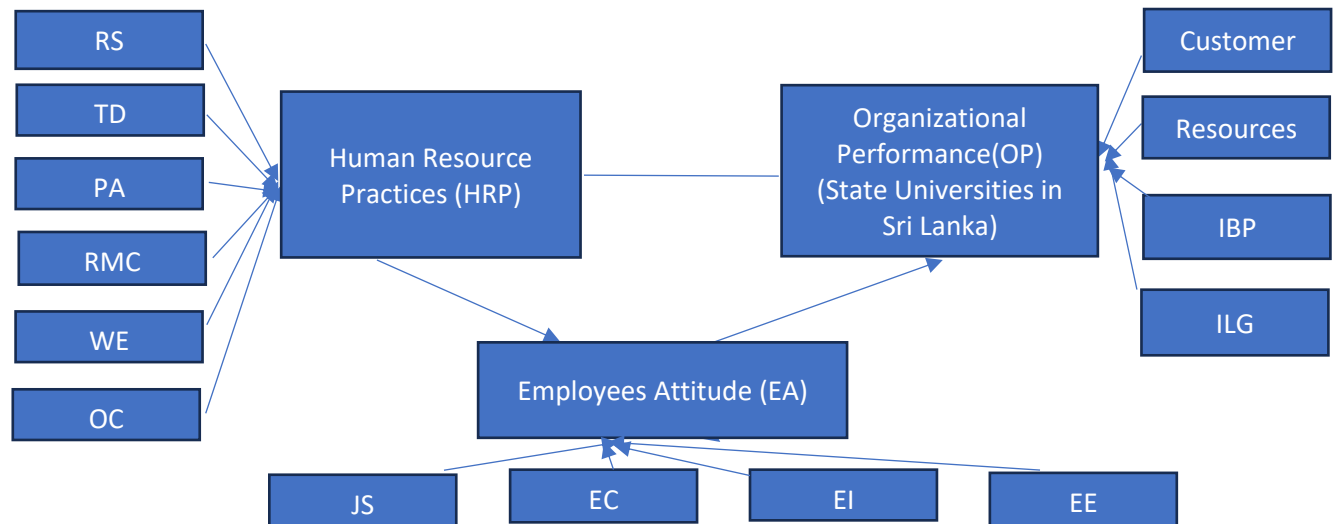


Figure 1: Conceptual Model for Human Resource Practices, Organizational Performance, and Employee Attitude

(Literature Review, 2023)

Acronyms are outlined below. Human Resource Practices (HRP), Recruitment & Selection (RS), Training and Development (TD), Performance Appraisal (PA), Reward Management and Compensation (RMC), Working Environment (WE), Organizational Culture (OC), Organizational Performance (OP), Internal Business Process (IBP), Innovation, Learning & Growth (ILG), Employee Attitude ((EA), Job Satisfaction (JS), Employee Engagement (EE), Employee commitment (EC), Employee Involvement (EI),

RESEARCH DESIGN AND METHODOLOGY

This research adopts a blend of exploratory research design and conclusive research design (Source: Malhorta, 2006).

Exploratory Research Design

The researcher has completed an exploratory research design aimed at clearly understanding and defining the research problem. To state the research problem, the researcher utilized background information, secondary data analysis, previous literature reviews, and focus group discussions (FGDs). The research problem was explored with a limited sample size, leading to the formulation of three research questions and the establishment of three research objectives.

The first objective focused on identifying the factors that influence HR practices, organizational performance, and employee attitude in state universities in Sri Lanka. The exploratory research design successfully addressed this first objective, revealing key factors for human resource

practices such as Recruitment & Selection (RS), Training and Development (TD), Performance Appraisal (PA), Reward Management and Compensation (RMC), Working Environment (WE), Organizational Culture (OC), factors affecting organizational performance including Customer (Students), Resource (Academic and Administrative staff, etc.), Internal Business Processes (e.g., Degree programs), Innovation , Learning & Growth (ILG), and factors impacting Employee Attitude such as Job Satisfaction (JS), Employee Engagement (EE), Employee commitment (EC), Employee Involvement (EI), and ABC Components of attitude within state universities in Sri Lanka.

Subsequently, the researcher developed a conceptual model based on these identified factors. These findings represent preliminary insights that will serve as valuable input for the conclusive research phase, which is the researcher's next logical step.

Conclusive Research Design

Conclusive research is set to begin in the near future with the intention of employing descriptive and causal research designs. On one hand, descriptive statistics will be utilized in this study, and a single cross-sectional design is to be employed since data will be collected at a specific point in time from the State University Academic and Administrative Staff, representing the population.

On the other hand, causal research is also planned to investigate the relationship between independent and dependent variables. Three hypotheses have been formulated based on a review of the literature, and they will be tested in this research. These hypotheses include the relationships between human resource practices and organizational performance, human resource practices and employee attitude, as well as employee attitude and organizational performance. These three hypotheses have been formulated on the basis of review of literature.

In this conclusive research design, the second and third objectives are set to be addressed in the near future. The second objective aims to determine the relationship between Human Resource Practices and organizational performance in State Universities in Sri Lanka using correlation analyses. The third objective seeks to explore the mediating role of employee attitude between HR practices and organizational performance in state universities in Sri Lanka, which will be examined through exploratory factor analyses, confirmatory factor analyses, and structural equation modeling.

METHODOLOGY

Population and sample size

The population size of the research article is unknown. However, researcher collected 184 sample articles in human resource practices, organizational performance, and employee attitude. Sample size of research articles is shown Table 2.

Table 2: Sample Size of collected research articles

Strata	Population Size of Research Articles	Sample Size of Research Articles
Human Resource Practices in State Universities	Unknown	64
Organizational Performance (State Universities)	Unknown	63
Employee Attitude	Unknown	57

Number of Research Articles	Unknown	184
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(Source: Literature Review)

Sampling Technique

Research articles are classified using a disproportionate stratified sampling technique, with strata consisting of articles related to human resource practices, organizational performance, and employee attitudes. These research articles are considered as different strata. It is disproportionate stratified sampling since researcher is unaware about population size of research articles. The approach is employed because the researcher lacks knowledge of the overall population size of research articles in these areas.

Data Source and Period

Secondary data sources were utilized to gather research articles encompassing a range of materials, including full-text journal articles (indexed and peer-reviewed), extended abstracts and abstracts (indexed and peer-reviewed), books (reviewed), and internet resources. The research articles on human resource practices covered the period from 2014 to 2023, while organizational performance research articles spanned from 2013 to 2023. Likewise, the investigation of employee attitudes included research articles from 2013 to 2023.

Data Presentation and Analysis

All collected data are presented in tables as shown in table 1 to 2. In addition to this, a conceptual model is shown in figure 1. They are analyzed qualitatively. They have been described in words.

CONCLUSIONS

In this study, three objectives were set by the researcher. The first objective is to determine factors affecting Human Resource Practices, organizational performance and Employee Attitude in State Universities in Sri Lanka. This first objective has been answered by exploratory research design. It was determined that factors for human resource practices such as Recruitment and Selection (RS), Training and Development (TD), Performance Appraisal (PA), Reward Management and Compensation (RMC), Working Environment (WE), and Organizational Culture (OC). factors for organizational performance such as customer (students), resource (academic and administrative staff, etc.), Internal Business Process (Degree programmes, etc.), Innovation, Learning & Growth and factors for Employee Attitude such as Job Satisfaction (JS), Employee Engagement (EE), Employee Commitment (EC), and ABC Components in State Universities in Sri Lanka have been determined by researcher. This first objective has been answered using exploratory study. The second objective is to know the relationship between HR practices and organizational performance in State Universities in Sri Lanka. Review of literature has been conducted to prove the relationship between human resource practices and organizational performance. This is one of the three hypotheses that has been formulated on the basis of review of literature. This objective is planned to be answered by correlation analyses. This second objective has also been answered using exploratory study and is expected to answer using quantitatively in near future. The third objective is to determine the mediating role of employee attitudes between human resource practices and

organizational performance in State Universities in Sri Lanka. Review of literature have been conducted to prove the mediation of employee attitude between human resource practices and organizational performance. This objective is expected to be answered using exploratory factor analyses, confirmatory factor analyses and structural equation modelling. This third objective has also been answered using exploratory study and is expected to be answered using quantitatively in near future. Based on these factors derived from reviews of literature, hypotheses have been developed and a conceptual model has been developed by researcher. These findings are tentative input to conclusive research which is researcher's next step in near future.

IMPLICATION OF THE STUDY

This study has identified key factors for human resource practices, organizational performance, and employee attitudes. Using review of literature, this study has developed a conceptual model which is expected to quantify in future stages of this study. Using this conceptual model developed, this study is expected to support for policy implication in Srilankan University Education system.

LIMITATIONS AND AVENUES FOR FUTURE RESEARCH

This study is founded on a qualitative approach, specifically a concept paper. It has progressed to the exploratory phase, with the subsequent conclusive stage awaiting completion by the researcher. The final stage involves collecting data from a questionnaire for quantitative analysis.

VALUE ADDITION

This study addresses a notable gap in the existing literature. In Sri Lanka, prior research on human resource practices, organizational performance, and employee attitudes within state universities has been lacking. There is a scarcity of studies focused on state universities in Sri Lanka. This absence of research served as a driving force for the researcher to investigate state universities in Sri Lanka. To bridge this gap, a conceptual model has been developed, incorporating identified key factors related to human resource practices, organizational performance, and employee attitudes.

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