

## **Impact of High-performance Work Systems on Employees' Innovative Work Behavior; Mediating effect of Job Embeddedness with Special Reference to the Private Healthcare Sector**

Karunaratne, J.D.W.S.<sup>1</sup> and Jayasinghe, C.<sup>2</sup>

High-Performance Work Systems (HPWS) are the combination of operationalize HR Practices and ensure efficiency. Employees' innovative work behavior is the creation of useful concepts, and their incorporation into enhanced or new goods or services. In recent years organizations have faced threats of global competition, increasing customer expectations, technological changes, and an uncertain economic environment. To cope with these challenges, organizations have to encourage their employees to do innovations. A noticeable shift in innovativeness becomes apparent among executive and above level employees within the private healthcare sector. Therefore, the purpose of this study is to examine how High-performance work systems affect the Employees' innovative work behavior with Job Embeddedness acting as a mediator. According to the AMO model Ability, Motivation and Opportunity- enhancing HRM practices were used as independent variables. The stratified random sampling technique was used to select 210 respondents from the leading three hospitals in western province. Structured questionnaire was distributed to collect data and analyzed using Statistical Package for Social Sciences (SPSS) version 23. Mean Score and Standard Deviation were used for all the variables for univariate analysis and correlation coefficient was used for bivariate analysis. The hypotheses were tested using the Correlation and regression analysis and Bootstrapping. Ability, Motivation and Opportunity enhancing HRM practices was found to have a significant impact on Employees' Innovative Work Behavior independently, and Job Embeddedness does not mediate only the relationship between Motivation enhancing HRM practices and Employees' Innovative Work Behavior. Accordingly, some of the authors suggested to do additional research concentrate on creating models that include moderator variables in the motivation-on-employee performance role, in which job embeddedness does not function as a mediator, or search for other variables that are assumed to be mediators in the motivation-on-employee performance role.

**Keywords:** *High-performance work systems, Employees' innovative work behavior, Job Embeddedness, AMO model, Private healthcare sector, Non-clinical Executive and above level employees*

---

<sup>1</sup> Undergraduate, Department of Human Resource Management, Faculty of Commerce and Management Studies, University of Kelaniya, Sri Lanka [sandamali99w@gmail.com]

<sup>2</sup> Senior Lecturer, Department of Human Resource Management, Faculty of Commerce and Management Studies, University of Kelaniya, Sri Lanka [chathuni@kln.ac.lk]