

The Impact of High Performance Work System (HPWS) on Employee Productivity as Related to Organizational Identity and Job Engagement

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Abstract

High-performance work systems (HPWS) are designed to improve the effectiveness and productivity of employees. In addition, the utilization of this system can reduce costs for the organization, while still creating value for employees. Organizations benefit from creating human resource (HR) systems that increase value to all stakeholders. Factors of HPWS investigated are organizational identity, job engagement, employee creativity, employee voice, and employee proactive behavior. The purpose of this study was to examine the relationship between HPWS, organizational identity, job engagement, creativity, and employee voice and its impact on employees and organizational performance. The researcher applied quantitative research questions; the data was gathered from web-based surveys emailed to 450 employees which 319 surveys questionnaires were returned. Subsequently, random selection of fully completed surveys was selected to be analyzed. The study establishes the existence of correlations between high performance work systems, organizational identity, employee creativity, and employee proactive behavior. This shows that application of HPWS would enhance employee productivity and organizational performance.

Keywords: high-performance work system, HPWS, job engagement, organizational identity, employee voice, employee proactive behavior, employee creativity, human resource theories

Introduction

The goal of this investigation is to appraise the Impact of High Performance Work System (HPWS) on organizational identity, job engagement, creativity, and employee voice and its impact on organizational and workforce performance. High-Performance Work Systems (HPWS) are perceived to create value for an organization by reducing costs, improving productivity, as well as creating value for employees. However, measuring improved organizational performance, particularly in regards to human resource improvement is difficult and much of the research developed around HPWS often varying and lacking HR enhancement (Zhang, Fan & Zhug, 2014). Currently, there is no consensus on a definition for HPWS; however, typical definitions include “a focus on investment in people, employee empowerment, good communication systems, performance management, fairness in setting pay, promotion on the lines of merit, job security, and low status differentials” (Demirbag, Collings, Tatoglu, Mellahi, & Wood, 2014, p. 326). Some recognized HPWS practices include “self-managed teams, continuing education, employee involvement in organizational strategy, team performance-based pay and paying higher salaries” (Kroon, Voorde, & Timmers, 2013). Finally, HPWS is often used to “describe a system of horizontally and vertically aligned employment practices designed to affect both the ability and the motivation of employees” (Patel, Messersmith, & Lepak, 2013, p. 1421).

The purpose of this research is to evaluate The Impact of High Performance Work System (HPWS) on organizational identity, job engagement, creativity, and employee voice and its impact on organizational and workforce performance.

Lack of high performance systems, in organizations, reduces responsiveness to change and creates barriers for improvement and creativity, communication, job engagement, proactive behavior and most

importantly employee involvement in organizational strategy.

The following objectives are noted in this research:

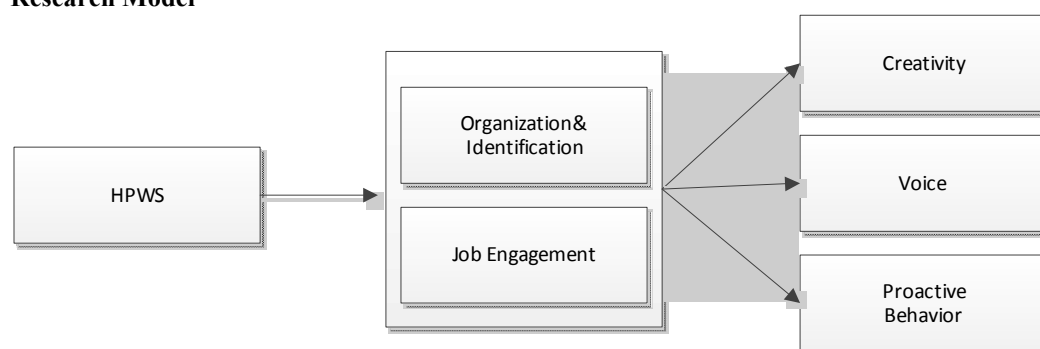
1: To identify the relationship between HPWS and job engagement. 2: To identify the relationship between job engagement and creativity. 3: To recognize the relationship between job engagement and voice of the employees. 4: To correlate between job engagement and proactive behaviors. 5: To ascertain the relationship between organization, identification, and creativity. 6: To enhance the relationship between HPWS, organizational identification and proactive behavior regarding organizational needs.

The researcher will evaluate the questions below to obtain the objectives listed above:

1: Based on available literature, how can HPWS are best defined including reasonable examples of best-practices? 2: What is the mechanism between HPWS and employee outcomes? 3: What is the relationship between Job Engagement and Creativity? 4: Can HPWS improve employees' initiative performance, such as creativity, voice, and proactive behavior.

The importance of Presented data will greatly aid the organizations to improve the effectiveness of employees' productivity to create value for an organization and its employees by reducing costs, improving efficiency, and to develop a strong workforce.

Research Model



A relationship model demonstrates that HPWS will result in improved organization identification and job engagement, which will be demonstrated by the results of improved creativity, communication, and proactive behaviors of employees.

Literature Review

Organizations are challenged with meeting rapidly changing dynamics in their day-to-day activities as well as in the future. In order to manage these changes, organizations must work to develop strong workforces that are able to manage the needs of the organization, meet productivity requirements, and demonstrate proactive behaviors that can guide the future of the organization. Therefore it is significant for the management to continue the internal reliability in HRM which is frequently affected by the actuality of deliberate tensions in organizations because of the competing happiness of the dissimilar stakeholders in the company engage in recreation a major role in administration the organization (Boxall and Purcell, 2003). In order to address these needs, organizations may consider high-performance work systems, which must be measurable using tools that leadership can easily apply. The tools must be able to demonstrate how different systems benefit the organization, particularly in key areas such as job engagement, organizational identification, employee creativity, employee voice, and proactive behavior. Sub-dimensions of high performance Work system, as identify by Oladapo and Onyeaso (2013), are organizational and job environment human resource practices and merit-based HR estimate.

The development of high-performance work systems is coincided by theoretical frameworks that are designed to measure the effectiveness of the systems. One system, created by Rasool and Nouman (2013) is the Total Strategic Resource Approach (TSRA). This system evaluates HR practices using a combination of universalistic theory, contingency theory, and resource-based view (p. 630). Other theories include the relativist approach, consistency/fit, international context, and HPWS itself.

The universalistic theory is a focus on a single way of accomplishing the goals of Human Resources (HR), with no interference or differentiation in the core values, including in regards to culture or consistency/fit, or regulatory environments (Rasool & Nouman, 2013; Evans, Pucik, & Barsoux, 2002). This theory is perceived as being the exact opposite of the contingency theory, and is not a large part of current peer-reviewed literature.

The contingency theory is a focus on alignment throughout the organization, particularly in assuring that the HR approaches are designed based on the strategies used for business practices, such as the use of Total Quality Management as an HR tool, due to the use of this theory in manufacturing (Rasool & Nouman, 2013). In this design, HR establishes vertical and horizontal objectives to meet the needs of the organization to the needs of employees. According to Dutch (2013), the contingency model does not meet the needs of organizations due

to the challenge of addressing all of the many factors that influence strategy in the organization.

Resource-based view of HR includes the development of HR as an independent resource capable of creating competitive advantage for the organization, such as through talent management. The theory is that each organization strives to create their own independent HR designs that are different and individualized, in order to add to the competitive advantages of the organization (Rasool & Nouman, 2013). This strategy for HR management is designed to utilize the unique aspects of all resources, but particularly the human resources, by utilizing human resources in way that “will allow them to remain viable, leading to their continued availability for strategic exploitation and a persistent potential for competitive advantage” (Dutch, 2013, p. 10).

TSRA is a theory derived from the previous three, Rasool and Nouman (2013) developed this theory to integrate the three and provide a more efficient and effective way of measuring HPWS. This model suggests that there are basic principles in HR practices that benefit all organizations. Additionally, HR is a competitive advantage that should be customized for each organization. Finally, this model includes “training, compensation, extensive recruiting, employee participation, performance management, promotions, teams, formal grievance procedures, information sharing and job design” (p. 630).

Relativist approach is viewed as focusing on basics and generalities, similar to the resource-based view of HR practices (Evans, Pucik, & Barsoux, 2002). In this theory, an organization would be able to apply “if” to the questions of HR, but they would not be considered as part of the discontinuation of the activities in the same way as the contingency theory would (Evans, Pucik, & Barsoux, 2002). This approach has many theorists in Europe HR and education (Evans, Pucik, & Barsoux, 2002).

Consistency/fit suggests that all organizations have different HR needs, and that no single theory or model can work for an organization without evaluating for changes based on the needs of that individual organization. This theory involves designing programs that fit the needs of the organization, and includes a number of other theories in the design. Unlike other theories, this does not have a specific model due to the nature of the theory in regards to adaptation and implication of activities (Evans, Pucik, & Barsoux, 2002).

International context is the view of human resources that specifically includes the relationships between individual cultures and their interaction with different cultures within the organization, or the interaction with different organizational culture from the employee’s country-of-origin culture. In this model, isomorphism is evaluated, such as caused by the organization failing to recognize cultural aspects outside of the ones currently involved in decisions, such as in the case of national business systems or company of origin (Evans, Pucik, & Barsoux, 2002). Hofstede addressed cultural issues in employees by defining specific regional cultures in reference to individualism, power distance, masculinity, and uncertainty avoidance (Mansur, Ahmed, Ishaq, Ahmad, & Ali, 2011). While culture is widely studied in organizations, in order to improve HR practices, Hofstede’s international culture profiles are not always perceived as resulting in improvement. Sun, Chan, and Tiessen, (2006), used the dimensions identified by Hofstede to analyze differences between Chinese and Canadian students, and did not find that all aspects of the study represented the results they obtained, particularly in differences for job criteria.

Each of these theories were designed around perceptions of how HR operates or how organizations should utilize HR practices to improve organizational processes and effectiveness. Similarly, HPWS is a theory designed to improve organizational processes by reducing costs and increasing value to employees. HPWS is perceived as being opposite “cost leadership and standardization” approaches to HR (Wallner & Menrad, 2012, p. 32). In the HPWS design the focus is involvement of employees in the processes and decisions, such as through self-organized teamwork and performance pay.

Sub-dimensions of HPWS, as defined by Oladapo and Onyiaso (2013), are administrative and work environment HR practices, and merit-based HR evaluation. The use of sub-dimensions of HPWS enables the HRM to develop elements of the system that are integrated into the processes of HR without necessarily changing all of the HR practices in a single action. Strategy based practices enable the organization to implement the different sub-dimensions and define measurable criteria for the evaluation of this specific HR system for their organization. Similar to other HR theories and systems, HPWS modifications enable an organization to utilize the aspects that best fit their current methods of operation.

Job Engagement

Job engagement is defined as an individual’s active participation in an organization using their personal energy and self, as defined by their beliefs and transferred into productivity, which allows a closer relationship between an organization and the individual including potentially commitment (Rich, Lepine, & Crawford, 2010). This aspect of employee behavior is also referred to as work engagement or employee engagement, and is perceived to be directly related to satisfaction, performance, attitudes, and possibly job fit (Rich, Lepine, & Crawford, 2010; Moura, Orgambidez-Ramos, & Gonçalves, 2014; Moreland, 2013). The relationship between job engagement and performance has given this particular aspect of organizational study a considerable importance to researchers, due to the need for organizations to strategically position all resources, including human resources and reduce

costs through increased performance.

Organizational Identification

Identification is an aspect of culture, which can be viewed as how individuals see themselves, others, and the organization as part of self and group identification. This theory of relationships is developed based on social identity theory and focuses on how individuals can develop the relationship with the organization through identification of common values and behaviors (Glavas & Godwin, 2013). Aspects of organizational identification include social identity, organizational relationships, and psychological bonds with the organization and other employees (Korschun, Bhattacharya, & Swain, 2014). Organizations utilize organizational identity to create productive work environments, to determine if new hires will be a good fit for the organization, and to structure communications to increase the strength of specific behaviors. Some research suggests that organizational identification directly influences consumer and customer services (Korschun, Bhattacharya, & Swain, 2014).

Employee Creativity

Employee creativity is an essential aspect of employee problem solving, due to the importance of evaluating a situation for new solutions, rather than single solutions. In addition, employee creativity can be an important part of change management, and is often viewed as essential in talent management. The idea of creativity as an aspect of organizational growth and strength has been considered since the late 1900s (Gong, Huang, & Farh, 2009). Creativity is also evaluated in regards to team environments, where creativity is perceived to have a direct relationship with problem solving, communication, and task complexity (Jia, Shaw, Tsui, & Park, 2014).

Employee Voice

All employees share in the culture of their organization, and voice is one way in which an employee contributes and learns the culture. Holland, Pyman, Cooper, and Teicher, (2011) stated that research had not been actively able to demonstrate a relationship between employee voice and participation. Employee voice can be simply described as employee rights and abilities to directly influence the activities of the organization, or to impose appropriate justice in the organization (Holland, et al., 2011). However, employee voice may also be a direct result of communications or perceptions provided by leadership, spoken by individuals in the work environment and may cause stress to organizational culture or strategy. Detert, Burris, Harrison, and Martin (2013) studied improvement-oriented voice, which “refers to employee-generated, informal communication behavior that extends beyond allocated participation rights [...], shared leadership situations [...], or other settings in which decision-making authority resides in a team of equally powerful members” (p. 628). In addition, the study demonstrated communication flow of voices, and organizational context as they relate to the way in which voice influences the organization and employees. Much of the study results in Detert, et al, (2013) demonstrated a strong connection between voice and relationships.

Employee Proactive Behavior

Organizations benefit from employees able and willing to proactively engage problems or potential problems in the workplace, as well as self-direction and self-motivation (Belschak & Den Hartog, 2010). These types of behaviors are viewed as “future or change-orientated” and increase the likelihood that employees can take charge of situations during change; these are perceived as creating value in an organization, and potentially creating greater job satisfaction (Belschak & Den Hartog, 2010). Proactive behavior is studied in regards to Quality of Work Life (QWL), which is found to be a direct influence on the activities of employees in regards to actively engaging in workplace behaviors that increase the success of an organization (Kanten, 2014). The ability of organizations to create strong and successful work environments for employees has a direct influence on the way in which employees respond to general job requirements and expectations such as creativity, voice, or proactive behaviors that may directly influence the overall success of the organization and its strategies. In order to create proactive behaviors in employees, employers must create environments that promote employee input regarding the working environment, and in other areas of the organization, which might not be typical employee areas of communication or involvement. Proactive behavior, voice, and creativity share the link to engagement by the increase in employee involvement.

Gaps in Literature

There are limited research that evaluates HPWS, additionally, much of the literature in regards to organizational identification, job engagement, employee voice, employee creativity, and employee proactive behavior does not evaluate how these different aspects interact with each other, or are able to complete models and designs, such as job satisfaction is embedded into models to demonstrate the likelihood that an HR model will be successful. HPWS has limited research due to the design and newness of the system, which directly competes with

traditional HR approaches that rely on the contingency or resource-based designs. Traditional HR approaches focus on cost reductions and strategic alignment of the processes in HR departments, while HPWS focuses on the relationships and involvements of employees to create value that will translate into savings and value to the organization.

Aspects of HPWS require that the employees are able to increase job engagement and organizational identity; however, measurement of these factors is often limited in research, and rarely combined in final research projects. Use of research to build a sample model of the interactivity of these different aspects would benefit the literature and provide organizations with models that can directly influence how their organization develops HR systems in the future. In addition, a study to evaluate these aspects can provide the field with increased knowledge of important HR factors, such as job engagement, voice, proactive behavior, and creativity.

The Arguments and Hypothesis

Deficiency of high performance systems in organizations, reduces responsiveness to change and creates barriers for improvement and creativity, communication, job engagement, proactive behavior and most importantly employee involvement in organizational strategy. The following hypothesis will indicate the positive relationship among the HPWS components as related to Organizational Identification, Job Engagement, Creativity, Voice and proactive behavior. These correlations will create value for the organizations and its employees by reducing cost as well as improving creativity and performance.

The ability of organizations to create strong and successful work environments for employees has a direct influence on the way in which employees respond to general job requirements and expectations such as creativity, voice, or proactive behaviors that may directly influence the overall success of the organization and its strategies. In order to create proactive behaviors in employees, employers must create environments that promote employee input regarding the working environment, and in other areas of the organization, which might not be typical employee areas of communication or involvement. Proactive behavior, voice, and creativity share the link to engagement by the increase in employee involvement. Therefore, we assume the following theory:

Hypothesis 1: HPWS is positive relationship with creativity (1a), voice (1b), and proactive behaviors (1c) correspondingly.

The HPWS may lead to the development of psychological links between firms and employees by building Job Engagement norms of reciprocity (Arthur, 1994; Pfeffer, 1994). Factors of HPWS investigated are organizational identity and job engagement, is a workplace approach designed to ensure that employees are committed to their organization's goals and standards, aggravated to supply to directorial accomplishment, and are talented at the identical occasion to improve their own sense of well-being. William Kahn provided the first formal definition of job engagement as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves actually, cognitively, and expressively during role performances. Kahn (1990) Therefore, we assume that a strong organizational identity has a positive influence on HPWS, and Job Engagement regarding the organizational objectives. Based on the above argument the following hypothesis will be drawn:

Hypothesis 2 : HPWS is positive relationship with Organization Identification (2a) and Job Engagement (2b).

Organizations benefit from creating human resource (HR) systems that increase value to all stakeholders. Organizational identity can serve as a cognitive and emotional basis for identification with the organization (Hatch and Schultz, 2000) and can be very motivational (Pratt, 1998). Employees' beliefs about the creativity, voice, and proactive behaviors of the organization can serve as a powerful image influencing the degree to which employees identify with the organization (Dutton et al., 1994). Employees' choices regarding strategic, organizational, and operational issues (Dutton and Duckerich, 1991), In organizational individuality affects the employees' outlook of the organizational objectives. Therefore, we presuppose that a tough organizational identity has a positive influence on creativity, voice and proactive behavior regarding the organizational objectives. As a result we conclude the following hypothesis:

Hypothesis 3: Organization Identification is positive relationship with creativity (3a), voice (3b), and proactive behaviors (3c) correspondingly.

Employee engagement has three related components: creativity, voice and proactive behaviors. The creativity aspect of employee engagement concerns employees' beliefs about the organization, its leaders, and working conditions. In 1993, Schmidt et al. proposed a bridge between the pre-existing concept of creativity ' and Job engagement with the definition: "proactive behaviors with, voice, and approval with job. job engagement is a part of employee preservation. This explanation integrates the typical constructs of job approval (Smith et al., 1969). The voice characteristic concerns how workforce investigates and subordinate improvement-oriented

voice in a two-phase study and Job Engagement. This relationship is shown to be mediated by subordinate perceptions of emotional protection, illustrating the meaning of leaders in subordinate assessments of the risks of communication positive. Also, direction behaviors include the strongest impact on the voice behavior of the best-performing employees. Perhaps most importantly, researchers have studied these four proactive behaviors in part because employees who display them offer valuable contributions to organizations. Voice increases the chances that workgroup problems are Job Engagement, creativity, and proactive behaviors (Van Dyne & LePine, 1998); the behavioral aspect of Job engagement is the value-added component for the organization and consists of the discretionary effort engaged employees bring to their work in the form of additional occasion, mental power and power committed to the commission and the firm. The following hypothesis has been assumed:

Hypothesis 4: Job Engagement is positive relationship with creativity (4a), voice (4b), and proactive behaviors (4c) correspondingly.

Adoption of this organizational individuality system, will lead to a tough classification with the organization (Barney & Stewart 2000). For case in point, organizational staff the relationship between HPWS with creativity, voice and proactive behaviors or some other configuration of distinctive Characteristics in relation to those of as good as group, are possible to knowledge strong level of organizational identification (Ashforth and Mael, 1989). Organizational identity be the fundamental, individual, and permanent foundation of a joint organizational scheme, it can improve the organizational effectiveness and performance and can act as a framing mechanism for organizational decision making (Albert & Whetten, 1985); (Barney & Stewart 2000). These special effects hinder the association in achieving its objectives. Barney and Stewart (2000) see organizational identity the correlation involving HPWS with creativity and proactive behavior. This will eventually lead to more value for the organization. For that reason, the following hypothesis has been assumed.

Hypothesis 5: Organization Identification mediates the relationship between HPWS with creativity (5a), voice (5b), and proactive behaviors (5c) respectively.

Job Engagement can develop the positive beliefs and relationship between HPWS with creativity is the act of turning new and imaginative ideas into reality, and that these practices can generate the kinds of discretionary behaviors that lead to improved presentation, cleanly situate, workers who consider plan and implement workplace and process changes are engaged employees, and anticipatory helping are proactive behaviors directed toward a collection of target. specified in cooperation of these proactive behaviors can contribute to Job Engagement we expect that, in general, employees who Rather than merely assuming that proactive behaviors are always associated with HPWS evaluations, it is important to examine the conditions under which supervisors evaluate proactive behaviors as contributing to overall performance ((Grant and Ashford 2008)).

Hypothesis 6: Job Engagement mediates the relationship between HPWS with creativity (6a), voice (6b), and proactive behaviors (6c) respectively.

Research Design

Methodology

The purpose of this study was to examine the relationship between HPWS, job engagement, creativity, and employee voice. Research objectives were established as six different objectives directly interrelating this variables, and resulted in four research questions. Finally, the research objectives and questions resulted in six hypotheses. The independent variable of this study will be the HPWS for the majority of the results, with the dependent variables being job engagement, employee creativity, employee voice, and proactive behaviors. Other independent variables will be organization identity and job engagement, where the use of employee voice, creativity, and proactive behaviors will be measured by the same employees in the HPWS for consideration in the results.

Sample

Sample was composed of 450 employees. 319 surveys questionnaires were returned, and the response rate was 78.8%. Of the respondents, 34.2% were women, 65.8% were men; 56.2% were 20-29 years old; 34.0% were 30-39 years old; 8.1% were 40-49 years old, 1.6% was beyond 50 years old. The education level of the respondents varied: 6.8% had some college training, 48% had a bachelor's degree, 38.5% had a graduate degree, and 6.7% had a doctor degree. The respondents' average years of work experience as follow: 0-1 year (13.2%), 1-3 years (20.4%), 3-5 years (26.6%); 5-10 years (19.4%); beyond 10 years (20.4%).

Data Collection

The data will be gathered from web-based surveys emailed to all potential respondents, and a random selection of fully completed surveys will be selected to be analyzed. Respondents will be required to agree to participate in the study prior to completing the survey. Additionally, respondents will be provided with all relevant information

to contact the researcher by email, phone, or college. Respondents may also request to see the final results of the study as part of this report upon permission from the college or following publication.

All results will be obtained from the primary research and statistical software will be utilized to derive the final conclusions.

Appelbaum, Bailey, and Berg (2000) define high-performance work systems (HPWS) as groups of separate but interconnected human resource practices that are designed to enhance employee effectiveness. Some of these practices include selection, performance appraisal, and compensation. Further, the application of high performance practices develops the skills and motivates employees to achieve organizational goals. As such, the research conducts an analysis of data, tests the structural model, discusses compiled results, and draws a conclusion on high performance work systems. The relationship between high performance work systems and factors such as creativity, communication, job engagement, and employee involvement can be analyzed with multivariate regression models. Given that high performance work systems influence different organizational aspects, the utilization of a recursive model that establishes causality in the hypothesized direction hence determine whether the causality precedes changes in performance (Brewster and Mayrhofer, 2012). Noting that the model uses cross-sectional data the analysis of organizational performance employs a model that resembles the following example.

$$HRM_i = \beta_0 + \beta_1 X_{1i} + \beta_2 Z_{1i} + \beta_3 Z_{2i} + e_i$$

In the above mentioned model, the effectiveness and application of high-performance systems is measured by evaluating efficiencies in human resource management. Further, the suitability of HRM is the dependent variable in this model thus indicating that the effectiveness of high performance works systems depends on changes in employee aspects. Some of the aspects that indicate changes in the organization's performance include creativity, job engagement and organization identification. Further, the following tables define variables used in the study and practices that form high performance work system.

Definition of the variables in the study

High performance work systems: HPWS refer to the extent of applying high performance practices to enhance organizational identity, job engagement, employee creativity, employee voice, and employee proactive behavior. **Productivity:** The ratio of output to the number of employees. **Labour turnover:** Percentage of employees who have resigned during the previous year. **Age of employees:** 34% were 30-39 years old, 8.1% were 40-49 years old 1.6% were beyond 50 years. **Education level of employees:** 6.8% had college training, 48% had a bachelor's degree, 38.5% had a graduate degree, 6.7% had a doctoral degree. **Work experience:** 13.2% had a working experience of 0-1 year, 20.4% had a working experience of 1-3 years, and 26.6% had a working experience of 3-5 years 19.4% had a working experience of 5-10 years, 20.4% had an experience that exceeded 10 years. **Gender of respondents:** Women were 34.2% percent of respondents Men were 65.8 % of respondents.

Measures

High-performance work system: particular variables of the high-performance work system in this study was The usual strategy employed researchers (e.g. Bailey et al., 2001; Guest, 1999) has been to incorporate either single or multi-item measures of individual HR practices into a unitary measure representing an entire high-performance work system (Delery and Shaw, 2001). Becker and Huselid (1998) have argued that it is theoretically appropriate to measure high-performance work systems in this way. Delery (1998), combined to form the high-performance work system that was used to conduct the bi-variate correlation analysis (Delery and Shaw, 2001). This was support by Becker and Huselid (1998) who decorated that combine the human being variables of the high-performance work system human practices is the correct measure. The individual high performance work system human practices were measured in a liker scale with the 1- strongly disagreed, 2- disagreed, 3- undecided/ neither agreed nor disagreed, 4- agreed, and 5- strongly agreed. The dependability analysis of the 15 particular variables was conducted and the cronbach's alpha was > 0.7 (0.719) which means that the variables are reliable.

Job engagement: The inconsistent job engagement was measured by incorporate all the human being variables of the job engagement that was used to perform the bi-variate correlation analysis (Delery and Shaw, 2001). This was support by Becker and Huselid (1998) who highlighted that dependability the particular variables of the job engagement is the inappropriate measure. The individual job engagement measured in a likert scale with the 1- strongly disagreed, 2- disagreed, 3- undecided/ neither agreed nor disagreed, 4- agreed, and 5- strongly agreed. The dependability analysis of the 12 particular variables was conducted and the cronbach's alpha = 0.393. The mean of job engagement from the study was 3.9 in companies indicating that majority of the participants agreed about the variables related to job engagement.

Organizational identification: The changeable organizational identification measured by incorporate all the 24 character variables of the organizational identification with the purpose of ways the bi-variate correlation

analysis (Delery and Shaw, 2001). This was support by Becker and Huselid (1998) who highlighted that combine the specific variables of the organizational identification is the correct measure. The specific organizational identification measured in a likert scale with the 1- strongly disagreed, 2- disagreed, 3- undecided/ neither agreed nor disagreed, 4- agreed, and 5- strongly agreed. The dependability analysis of the 24 particular variables was conducted and the cronbach's alpha = 0.459.

Creativity: This changeable was establish by incorporate the monopolized variables of the creativity that was used to perform the bi-variate correlation analysis (Delery and Shaw, 2001). The character creativity measured in a likert scale with the 1- strongly disagreed, 2- disagreed, 3- undecided/ neither agreed nor disagreed, 4- agreed, and 5- strongly agreed. The dependability analysis of the 12 particular variables was conducted and the cronbach's alpha = 0.631.

Voices: Voices variable was measured by incorporate all the particular variables that was used to conduct the bi-variate correlation analysis (Delery and Shaw, 2001). The individual voices variables were measured in a likert scale with the 1- strongly disagreed, 2- disagreed, 3- undecided/ neither agreed nor disagreed, 4- agreed, and 5- strongly agreed. The dependability analysis of the 5 particular variables was conducted and the cronbach's alpha = 0.420.

Proactive behaviour: The variable proactive behaviour was measured by incorporate all the particular variables of the proactive behaviour that was used to conduct the bi-variate correlation analysis (Delery and Shaw, 2001). The individual proactive behaviour measured in a liker scale with the 1- strongly disagreed, 2- disagreed, 3- undecided/ neither agreed nor disagreed, 4- agreed, and 5- strongly agreed. The dependability analysis of the 8 particular variables was conducted and the cronbach's alpha = 0.432.

Exhibit 1: Practices that comprise high performance work systems.

Competent selection	The process attitude and competency tests to determine suitable candidates.
Standard performance appraisal	This measure evaluates the percentage of non-managerial staff whose performance appraised formally.
Performance related remunerations	Dummy: 0 = the pay of staff that is linked to performance appraisal; 1 = the pay of staff is correlated to performance appraisal
Development of skills	Percentage of occupational groups that have been trained in jobs that are different to their own.
Job rotation	Percentage of occupational groups that perform tasks that are different from their own.
Quality circles	The percentage of non-managerial staff that are involved quality circles.
Disclosure of information	The organization's employees are informed about an organization's investment plan, its financial position and its staffing plans.

Validity and Reliability

This study is developed with no bias as related to the organization selected to participate in this study. The reliability of the study is supported by secondary sources comparing information for accuracy, which specifically includes the web-based survey support, which gathers the data from the surveys. As this study is conducted based on individual perceptions and these perceptions can change over time, it is likely that there will be some variations in a study conducted in the same organization, at another time. This factor is considered using a 95% confidence level in statistical data. Additionally, to prevent confusion regarding the study, some of the questionnaires will be evaluated by a focus group.

Data Analysis & Results

The purpose of this study was to evaluate the relationship between HPWS, organizational identity, job engagement, creativity, and employee voice and its impact on employees and organizational performance.

The researcher applied quantitative research questions; the data was gathered from web-based surveys emailed to 450 employees which 319 surveys questionnaires were returned. The response rate was 78.8%. Of the respondents, 34.2% were women, 65.8% were men; 56.2% were 20-29 years old; 34.0% were 30-39 years old; 8.1% were 40-49 years old, 1.6% was beyond 50 years old. The education level of the respondents varied: 6.8% had some college training, 48% had a bachelor's degree, 38.5% had a graduate degree, and 6.7% had a doctor degree. The respondents' average years of work experience as follow: 0-1 year (13.2%), 1-3 years (20.4%), 3-5 years (26.6%); 5-10 years (19.4%); beyond 10 years (20.4%) Subsequently, random selection of fully completed surveys was selected to be analyzed. Each question was evaluated using the Likert scale for the study as follow:

SD-strongly disagree, **D**-disagree, **N/u** neutral/undecided, **A**-agree, and **SA**-strongly agree.

Three kind of statistical programs were used to analysis data such as Stata, SPSS and Amos.
 Correlation Matrix

When variables were plotted on a correlation matrix they gave an indication of how the variables are

related to each other through a combined mean correlation coefficient. A correlation coefficient of +1.00 implies that the variables are positively correlated, the statistics illustrated in exhibit one show correlations computed at 0.005 and 0.01 significance level for values

Table1: Means, standard deviations, correlations and reliabilities

Variable	Mean	(SD)	1	2	3	4	5	6	7	8	9	10
1 Higher performance	3.953	(.42448)	(.719)									
2 Job engagement	3.9702	(.33468)	-.116*	(.393)								
3 Organizational identification	3.9685	(.25864)	.01	-.03	(.459)							
4 Creativity	3.9442	(.38591)	.905***	-.109	.019	(.631)						
5 Voices	3.9599	(.51041)	.012	-.073	.051	.074	(.41)					
6 Proactive behavior	3.9769	(.41588)	-.041	.041	.028	-.054	-.036	(.42)				
7 Education level	2.2414	(.72774)	.011	-.019	.016	.001	.035	-.06	-			
8 gender	1.3824	(.48675)	-.056	.011	.028	-.086	-.042	.017	-.0311			
9 W-E	9.8997	(5.84678)	.022	.12*	-.003	.009	-.043	.076	.094	-.063		
10 A-E	38.3699	(10.90819)	.012	.146**	.084	.021	-.002	.052	.159**	-.155**	.625***	-

P* < 0.05

P** < 0.01

P*** < 0.001

Organizational identification, voices, education level, work experience and age employment are positively correlated with high performance work system and also Creativity is positively strong correlated with high performance work system. However, proactive behavior and gender are negatively related with high performance. In addition, proactive behavior, gender, work experience and age employment are positively correlated with job engagement. However, organizational identification, creativity, voices and education level are positively correlated with job engagement. Moreover, the result of mean shows that participation of the research were agreed with questions in high performance work system, job engagement, organizational identification, creativity, voices, and productive behavior.

S.D = standard deviation
 H-P= higher performance
 Job-E= Job engagement
 Org-Id= organization identification
 Creat= creativity
 W-E= work experience
 A-E= Age employment

Table2: results of regression analysis

Variables	MODEL 1	MODEL 2
intercept	4.476***	.313
Job engagement	-.147*	-.028
organization identification	.016	-.08
creativity	.903	.998***
work experience	.003	-.046
Age employment	-.036	.07
R	.117	.907
R ²	.014	.823
R Adjust	.07	.820
Change in R	.014	.809
F change	2.18	475.732***

P* < 0.05 P** < 0.01 P*** < 0.001

Model 1

HPWS= 4.476- 0.147 Job engagement+ 0.016 Organization identification+ 0.903 Creativity+ 0.003 Work experience- 0.036 Age employment.

It can be seen that the coefficient for engagement is (-0.147). This indicates that for every addition in job engagement, the high performance work system will be decreased by (-0.147) and also the age of the employment shows the same information because for every addition in age employment, the value of high performance work system will be decreased by (-0.036). The p-value for both variables is greater than the common alpha level of 0.05, which can be seen that it is not statistically significant.

However, other variables have positively affected on the high performance work system such as for every addition in organization identification, creativity and work experience, the value of high performance work system will increased by (0.016, 0.903, 0.003) respectively. The first model is not statistically significance because the p-value of the F change is greater than the common alpha level 0.05.

Model 2

HPWS= 0.313- 0.028 Job engagement-0.08 Organization identification+ 0.998 Creativity + 0.046 Work experience- 0.07 Age employment.

In the output above, it can be seen that the independent variable of creativity are statistically significant and has positively affected on the high performance work system because for every addition of creativity, the high performance work system will be increased by 0.998.

The second model is statistically significance because the p-value of the F change is greater than the common alpha level 0.05.

Table 3: Hierarchical Regression the impact of HPWS on Job Engagement

Variables	Job Engagement	
Gender	.022	.018
Age	.004	.004
Education Level	-.02	-.019
Work Experience	.003	.003
HPWS	-	-.092*
R ²	.014	.039
Change in R ²	.014	.026
F	2.05	4.435*

When job engagement was regressed on high performance work system, age , education level , gender and work experience were entered at first, then in the second steps high performance work system was entered and was found to be significant and negatively related to job engagement ($\beta = -0.092$, $p < 0.05$).

Table4/ Table 3: Hierarchical Regression the impact of HPWS on organization identification

Variables	organization identification	
Gender	.024	.025
Age	.004	.004
Education Level	.01	.01
Work Experience	-.004	-.004
HPWS	-	.008
R ²	.014	.014
Change in R ²	.04	.000
F	1.128	.052

When organization identification was regressed on high performance work system, age , education level , gender and work experience were entered at first, then in the second steps high performance work system was entered and was found to be non-significant and positively related to organization identification ($\beta = -0.092$, $p < 0.05$).

Table 4: Hierarchical Regression the impact of HPWS on organization identification and Job engagement

Variables	Job Engagement	organization identification
Gender	.023	.021
Age	.004*	.004*
Education Level	-.10	-.09
Work Experience	.000	.000
HPWS	-	0.008
R ²	.014	.014
Change in R ²	.04	.000
F	1.128	.052

When job engagement was regressed on high performance work system, age , education level , gender and work experience were entered at first, then in the second steps high performance work system was entered and was found to be significant and negatively related to job engagement ($\beta = -0.092$, $p < 0.05$). In addition, organization identification was entered in step three and to be non-significance. As a result, the result can be indicated that organization identification fully mediated the relationship between job engagement and high performance work system.

Structural equation modeling is a large subject. Relatively brief introductions may be found in Fox (1984), and in Duncan (1975); Bollen (1989) is criterion book-length behaviour, now to some extent dated and on the whole specific econometric texts (e.g. Greene, 1993; Judge et al. 1985) get up and doing observed-variables structural equation models. A structural equation model implies a structure of the covariance prevailing conditions of the measures that's why an option name for this pasture. Structural equation model stands for structural equation modeling.

Structural equation model is a document for specify structural equations, thinking regarding them, and method for estimate their parameter. Structural equation model encompass a wide collection of models from linear deterioration to measurement models to immediate equations, as well as along the way confirmatory factor analysis (CFA), correlated uniqueness models, latent enlargement models, and manifold indicators and multiple causes. Once the model's parameters have an estimated, the resultant model-implied covariance environment compared to an experimental or data-based covariance environment. If the two matrices are constant with one a new, then the structural equation model can be measured a probable enlightenment for relationships flanked by the measures.

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	PP	Label
OlandJOB	<---	Creativity	.018	.031	.590	.555	
OI and JOB	<---	Voice	-.011	.023	-.480	.631	
OI and JOB	<---	Proactive	.023	.028	.818	.414	
OI and JOB	<---	HP WS	-.057	.028	-2.038	.042	

Covariance: (Group number 1 - Default model)

			Estimate	SS.E.	CC.R.	P P	Label
Creativity	-<-->	Voice	.014	.011	1.308	.191	
Creativity	<<-->	Proactive	-.009	.009	-.958	.338	
Voice	<<-->	Proactive	-.008	.012	-.639	.523	

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
OI and JOB		Creativity	.033
OI and JOB	<---	Voice	-.027
OI and JOB	<---	Proactive	.046
OI and JOB	<---	HPWS	-.113

The structural model could be contrast by means of the measurement model. The put of exogenous and endogenous variables in the model, jointly with the through special effects between them, any correlations in the middle of the exogenous variable or indicator, and the commotion conditions for these variables “shimmering the effects of unmeasured variables not in the model). From time to time the arrows from exogenous suppressed construct to endogenous are denote by the (Greek character gamma), and the arrows involving one endogenous variable to one more are denoted by the (Greek letter beta). SPSS honesty of on top form measures for three versions of the structural model. (Default model, saturated model, Independence model), This is the unimportant but completely descriptive model in which there are as many parameter estimates as degrees of liberty. Most righteousness of well measures will be 1.0 for a saturated model, and also the independence model assume each relations between measured variables = 0. This imply the correlations among the latent variables = 0, and the default model the researcher's structural model, for all time more economical the saturated model and approximately for all time correct improved the independence model with which it is compare using righteousness of well measures. That is, the default model will have a righteousness of well connecting the perfect explanation of the inconsequential saturated model and dreadful explanatory authority of the independence model, which assumes no relationships.

Standardized estimates in structure equation model

All the parameter estimates are not high significant except organization identification and job engagement with higher performance work system. In other words, most of them are not significantly differently from 0. The interpretations on the parameter estimates are straight forward. For example, identification and job engagement decrease -0.03 for each 1.00 increase in voice and also decrease -0.11 for each increase by in high performance work system. However, those increase 0.03, 0.05 for each 1 increase in creativity and proactive. The standardized the regression estimates are comparable, which may assist us to pick up more important factors and relationships.

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.011	-2.296	.011	-2.338	.000
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.300	.003	.000
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Discussion of results

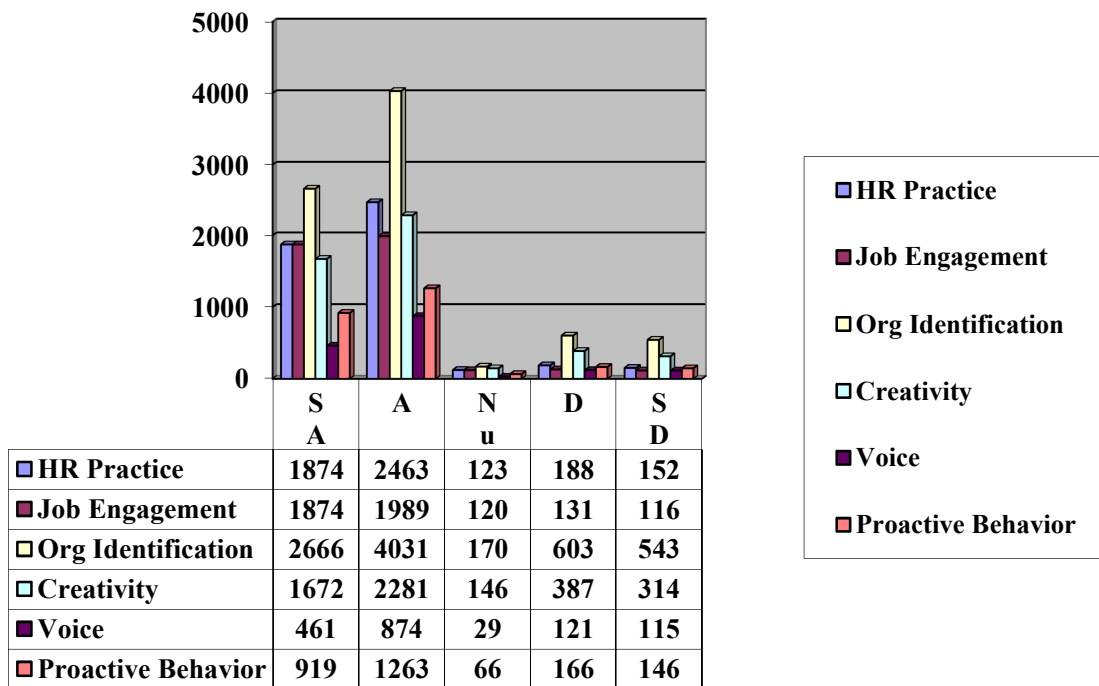
The analysis of correlations between high performance work systems and organizational factors such as organizational identity, and employee proactive behavior produces results that explain the importance of HPWS to an organization.

First, the analysis reveals that there is a significant relationship between the utilization of high performance work systems and job engagement. This aspect is explained by the improvement in job engagement following the application of HPWS. Further, the utilization of high performance work systems motivates employees and establishes a merit system that rewards employees for their efforts. Further, this study establishes the existence of a positive relationship between job engagement and creativity. According to Godwyn and Gittell (2012), the existence of a positive relationship between job engagement and creativity enhanced employee productivity. Consequently, the application of high performance work systems plays the crucial role of increasing creativity hence raising an entity's ability to support innovation. Further, the application of HPWS in an organization enhances the impact of creativity through efficient operations and quality standards. These changes lead to high productivity rates within an organization.

Second, the analysis failed to establish a positive relationship between job engagement and the voice of employees. This is because the loudness of an individual's voice is determined by their personality and situations. Illustratively, employees engaged in inter-department games may utilize loud voices to cheer their teams. Despite their engagement, the loudness of their voices may not indicate positive correlation between the two aspects (DuBrin, 2012). In addition, the utilization of high performance systems may not affect the relationship between job engagement and voice of the employees. This is because suitable organizational practices may not change individual temperaments hence their application may not limit individual behaviors.

Third, figures one and two show the effects of contingent practices on factors that influence productivity. The findings indicate that the magnitude of contingent practices has significant impacts on the effectiveness of high performance work systems. Subsequently, organizations should evaluate the most suitable proportion of contingent labor that should be combined with HPWS. This will enable the entity to improve factors such as creativity and level proactiveness hence improving the organization's productivity.

Brewster and Mayrhofer (2012) argue that HPWS improve an organization's profitability by influencing productivity. In this context, various mediating factors play an influential role in enhancing the correlation between high performance work systems, organizational identification, and proactive behavior. For instance, enhanced proactive behavior may result from an increase in formal and effective appraisal systems. Therefore, the effectiveness of high performance work systems should be achieved by considering the impact of different mediating factors on the performance of human capital.



Conclusions, Limitations and Future Research

The study establishes the existence of correlations between high performance work systems, organizational identity, employee creativity, and employee proactive behavior. High performance work systems help the organization to performance very well and have a competitive advantage against other organizations. It provides be successful situation in the company because both the employee and employer benefit (Machin and Wood, 2005). This shows that application of HPWS would enhance employee behaviors. Nonetheless, various limitations affected the study's accuracy.

The utilized in the study should be representative to enhance the evaluation of correlation between the above mentioned factors. Second, the study shows that contextual factors influence the relationship between HPWSs and the company's performance. The study found out that there is a strong association between high performance work systems and all variables among the employees in the organization. The above finding is supported by the Appelbaum et al., (2000) and Guest, (2002) Therefore, organizations should assess the impact of contextual factors hence determining changes that should be introduced to enhance the effectiveness of high performance work systems. Additionally, the study has provided a reference point for the evaluation of impacts of interpersonal behaviour on the effectiveness of high performance work systems. This contribution is crucial since it furnishes organizations with information about desirable traits and practices hence improving their ability to utilize HPWS. In conclusion, the research conducts an analysis of data, tests the structural model, discusses compiled results, and draws a conclusion on the relationship between high performance work systems and employee traits.

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Appendix- A

Table 1: High-Performance Human Resource Practice Perceptions

Question	strongly disagree (1)	disagree (2)	neither (3)	agree (4)	Strongly agree (5)
PART 1: High-Performance Human Resource Practice Perceptions					
1. Applicants for this job take formal tests (paper and pencil or work sample) before being hired	10	22	16	187	85
2. Applicants for this job undergo structured interviews (job related questions, same questions asked for all applicants) before being hired	20	12	8	190	90
3. Associates in this job are involved in formal participation processes such as quality improvement groups, problem solving groups, or roundtable discussions	4	8	18	190	100
4. Associates in this job have a reasonable and fair complaint process	17	15	10	162	116
5. Associates in this job have the opportunity to earn group bonuses for productivity, performance, or other group performance outcomes	7	20	12	164	117
6. Associates in this job have the opportunity to earn individual bonuses (or commissions) for productivity, performance, or other individual performance outcomes	9	18	14	169	110
7. At least once a year associates in this job receive a formal evaluation of their performance	1	8	2	180	129
8. Associates in this job regularly receive formal communication regarding company goals and objectives	4	3	5	200	108
9. In the last 4 months, the company has made a change in how work is completed in my department based on the suggestion(s) of an associate or group of associates	8	1	2	159	150
10. Pay raises for associates in this job are based on job performance	5	11	4	180	120
11. Qualified associates in this job have the opportunity to be promoted to positions of greater pay and/or responsibility within the company	3	11	7	99	200
12. Associates in this job are allowed to make important work related decisions such as how the work is done or implement new ideas	11	14	9	170	116
13. The company hires only the very best people for this job	20	15	1	124	160
14. Total pay for this job is the highest for the type of work in the area	13	2	6	181	118
15. On average, how many hours of formal training do associates in this job receive each year	20	28	9	108	155
Total Responses	152	188	123	2463	1874
Percent responded	3.2%	3.9%	2.5%	51.3%	39%

Appendix-B
Table2: Job Engagement

PAR 2 :Job Engagement					
16. Do you know what is expected of you at work	6	20	14	195	85
17. Do you have the materials and equipment you need to do your work right	17	10	6	157	130
18. At work, do you have the opportunity to do what you do best every day	9	11	5	145	150
19. In the last seven days, have you received recognition or praise for doing good work	4	6	16	130	164
20. Does your supervisor, or someone at work, seems to care about you as a person	7	12	11	170	120
21. Is there someone at work who encourages your development	15	15	4	182	104
22. At work, do your opinions seem to count	16	11	17	161	115
23. Does the mission/purpose of your company make you feel your job is important	1	5	5	144	165
24. Are your associates (fellow employees) committed to doing quality work	19	10	8	174	109
25. Do you have a best friend at work	8	16	4	202	90
26. In the last six months, has someone at work talked to you about your progress	11	8	13	126	162
27. In the last year, have you had opportunities at work to learn	3	7	17	203	90
Total Responses	116	131	120	1989	1484
Percent Responded	3.0%	3.4%	3.1%	51.8%	38.6%

Appendix-C

Table 3: Organizational Identification

PART 3:Organizational Identification					
28. I would probably continue working for XYZ even if I didn't need the money.	32	40	2	201	45
29. In general, the people employed by XYZ are working toward the same goals.	25	28	8	192	67
30. I am very proud to be an employee of XYZ.	21	22	9	183	85
31. XYZ's image in the community represents me well.	18	27	14	191	70
32. I often describe myself to others by saying, "I work for XYZ" or "I am from _____."	30	29	21	148	92
33. I try to make on-the-job decisions by considering the consequences of my actions for XYZ.	29	27	8	151	105
34. We at XYZ are different from others in our field.	18	19	4	102	177
35. I am glad I chose to work for XYZ rather than another company.	16	17	7	110	170
36. I talk up XYZ to my friends as a great company to work for.	19	14	6	116	165
37. In general, I view XYZ's problems as my own.	19	16	4	121	160
38. I am willing to put in a great deal of effort beyond that normally expected in order to help XYZ be successful.	11	18	19	211	71
39. I become irritated when I hear others outside XYZ criticize the company.	14	21	11	198	76
40. I have warm feelings toward XYZ as a place to work.	20	21	4	133	142
41. I would be quite willing to spend the rest of my career with XYZ.	25	22	3	145	128
42. I feel that XYZ cares about me.	26	20	7	151	116
43. The record of XYZ is an example of what dedicated people can achieve.	21	31	3	173	92
44. I have a lot in common with others employed by XYZ.	15	23	6	128	148
45. I find it difficult to agree with XYZ's policies on important matters relating to me.	27	32	8	203	50
46. My association with XYZ is only a small part of who I am.	22	30	5	182	81
47. I like to tell others about projects that XYZ is working on.	38	42	1	173	66
48. I find that my values and the values of XYZ are very similar.	26	21	4	148	121
49. I feel very little loyalty to XYZ.	41	50	1	102	126
50. I would describe XYZ as a large "family" in which most members feel a sense of belonging.	15	14	8	179	104
51. I find it easy to identify with XYZ.	6	8	2	258	46
52. I really care about the fate of XYZ.	9	11	5	132	163
Total Respondents	543	603	170	4031	2666
Percent Responded	6.8%	7.5%	2.1%	50.3%	33.3%

Appendix-D

Table 4: Creativity

PART 4: Creativity					
Demonstrated originality in hid her work	21	39	6	181	73
Took risks in terms of producing new ideas in doing job	37	43	5	170	65
Found new uses for existing methods or equipment's	9	11	5	132	163
Solved problems that had caused other difficulty	31	41	8	104	136
Tried out new ideas and approached to problems	20	27	15	151	107
Identified opportunities for new products/processes	23	25	16	160	96
Generated novel, but operable work-related ideas.	37	31	15	157	80
Served as a good role model for creativity	22	26	11	106	155
Generated ideas revolutionary to our field	26	33	10	101	150
In my opinion an individual's creative ability is respected in this organization	22	25	5	140	128
People in this organization are rewarded for creativity and innovation	7	16	3	200	94
New ideas are always encouraged and rewarded in this organization	17	10	14	161	118
The best way to get along in this organization is to think the way the rest of the group thinks	10	10	7	141	152
People in this organization generally feel challenged by their work	8	18	15	194	85
There is free and open communication within this organization	24	32	11	183	70
Total Respondents	314	387	146	2281	1672
Percent Responded	6.5%	8.0%	3.0%	47.5%	34.8%

Appendix-E

Table 5: Voice

PART 5: Voices					
This individual develops and makes recommendations concerning issues that affect this work group	18	15	4	165	118
This individual speaks up and encourages others in this group to get involved in issues that affect the group	17	16	3	173	111
This individual communicates his/her opinions about work issues to others in this group even if his/ her opinion is different and others in the group disagree with him/her	27	28	9	154	102
This individual keeps well informed about issues where his/her opinion might be useful to this work group	31	41	3	200	45
This individual gets involved in issues that affect the quality of work life here in this group. 6. This individual speaks up in this group with ideas for new projects or changes in procedures	22	21	10	182	85
Total respondents	115	121	29	874	461
Percent responded	7.2%	7.6%	1.8%	54.6%	28.8%

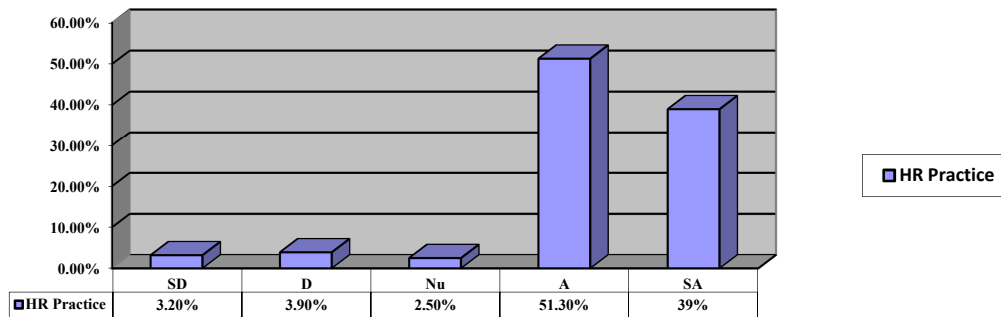
Appendix-F

Table 6: Proactive behavior

PART 6: Proactive behaviors					
After attaining a goal, I look for another, even more challenging goal	21	20	5	132	142
When things are wrong, I search for a solution immediately	15	13	9	171	112
I take risks because I feel fascinated because of the challenges of the job	16	18	20	160	106
I actively attack problems	26	22	5	150	117
I often look for opportunities to develop new skills and knowledge	27	33	7	183	70
I tried to adopt improved procedures for doing my job	6	8	3	133	170
I tried to correct a faulty procedure or practice	15	23	9	179	94
I tried to introduce new structures, technologies, or approaches to improve efficiency	20	29	8	155	108
Total Respondents	146	166	66	1263	919
Percent Responded	5.7%	6.5%	2.6%	49.3%	35.9%

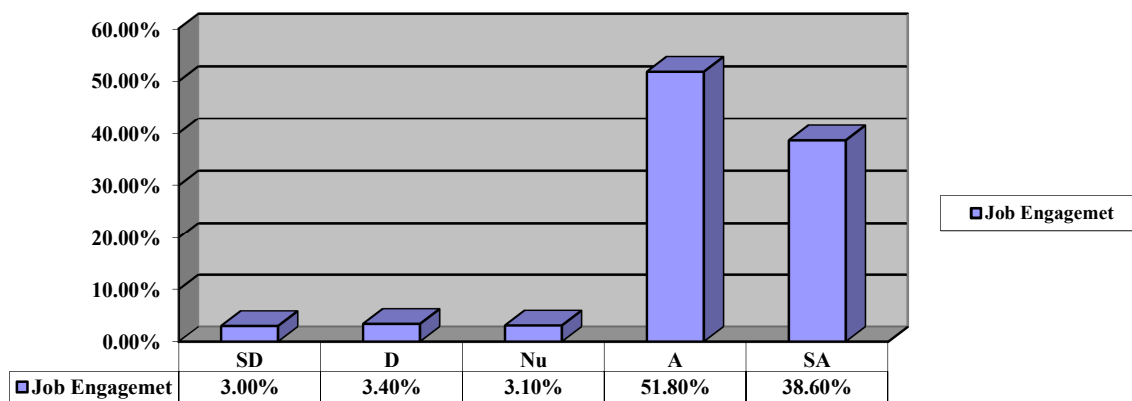
Charts

Chart 1: High-Performance Human Resource Practice Perceptions



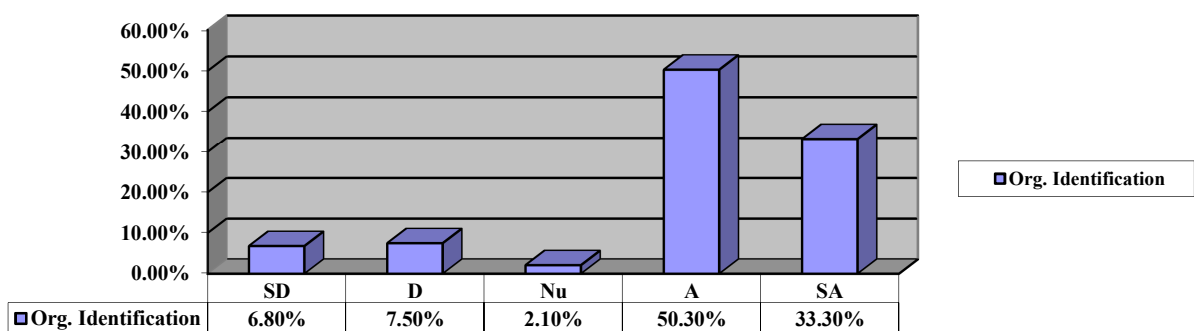
As per data collected for the Part 1 High-Performance Human Resource Practice Perceptions, Result indicates that on average 39% strongly agree and 51% agree with high performance HR practice related questions. However there are 3.9% Disagreement and 3.2% strongly disagree with HPHRP. Additionally, there are 2.5% neither agree nor disagree with presented questions. As shown in table-1 appendix A.

Chart 2: Job Engagement



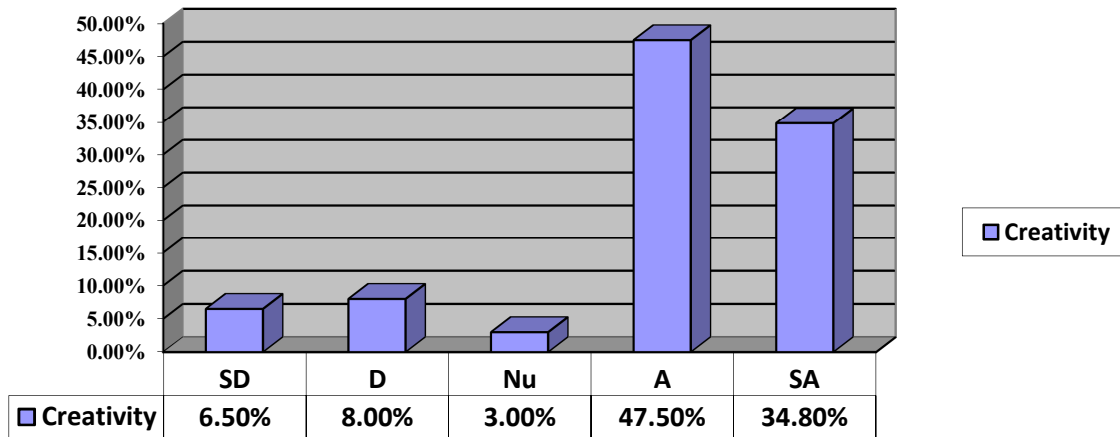
In **Job Engagement** section of this study the respondents were distributed as 38.6% Strongly Agree as 51.8% agree with the questions related to job engagement. though, 3.4% disagree and 3.0% strongly disagree in their responses. At the same time 3.1% replied as neutral. As shown in Table 2 Appendix B.

Part 3: Organizational Identification



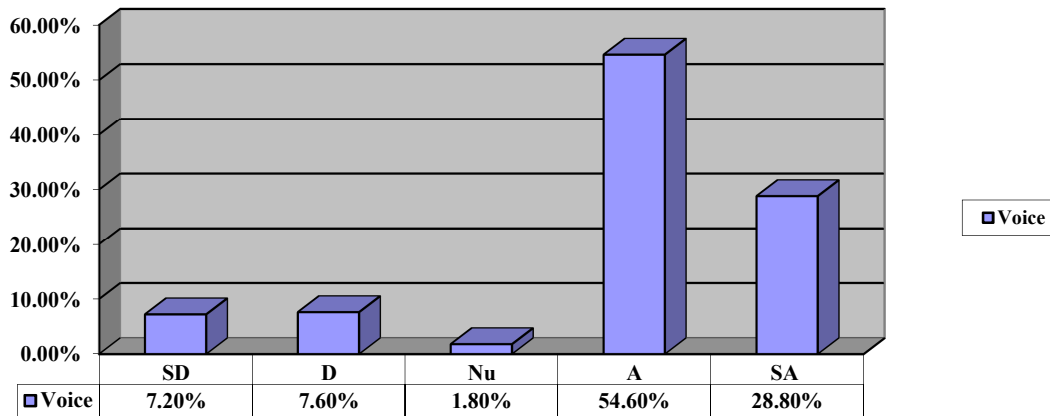
In response to **organizational Identification** questions, 33.3% of respondents strongly agreed as 50.3% agreed with all recommended questions. In the mean time, 6.8% strongly disagreed and 7.5% disagreed. Moreover 2.1% responded as neutral. As shown in Appendix-C.

Chart 4: Creativity



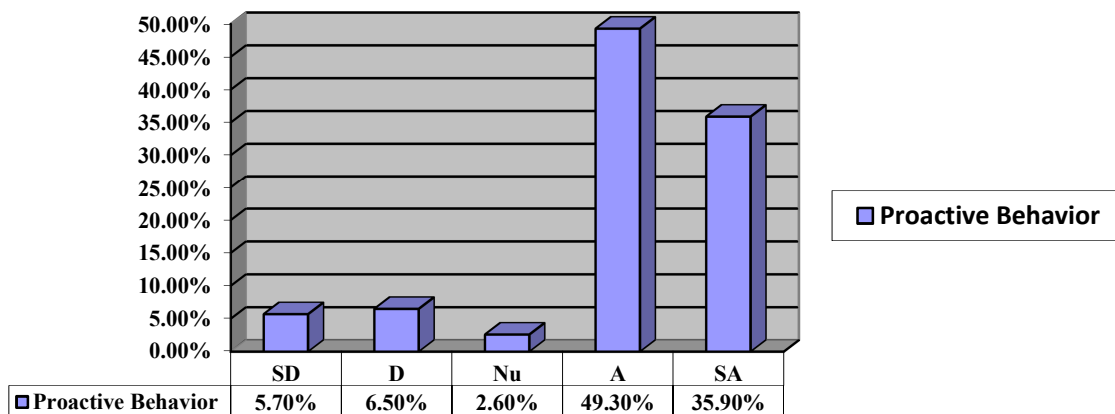
Creativity section shows 34.8% as strongly agree and 47.5% agree. On the other hand, 6.5% strongly disagree and 8.0% disagree. The neutrally respondents were 3.0%. As shown in Appendix-D.

Chart 5: Voice



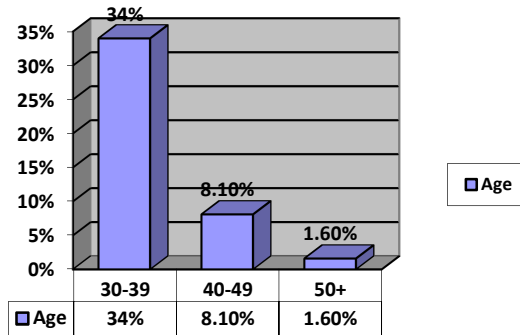
The section concerning the **voice** of employees 28.8% strongly agree as well as 54.6% agree with the questions presented to them while 7.6% disagree and 7.2% strongly disagree. Neutral respondents were 1.8%. As shown in Appendix E.

Chart 6: Proactive Behavior

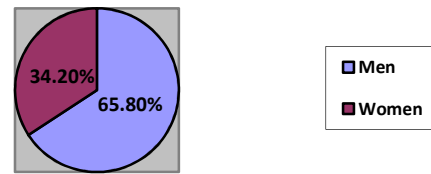


In response to **Proactive Behavior** section 35.9% strongly agree and 49.3% agree with survey as 5.7% strongly disagree and 6.5% disagree; 2.6% remained neutral. As shown in Appendix-F.

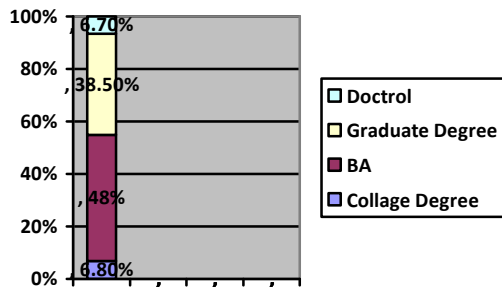
Variable-1: Age of Employees



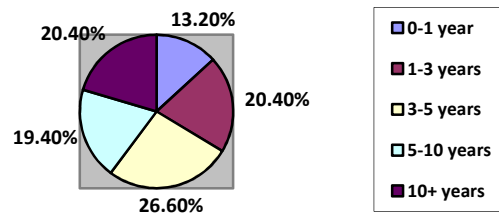
Variable-2: Gender of Respondents



Variable-3: Education Level of Employees

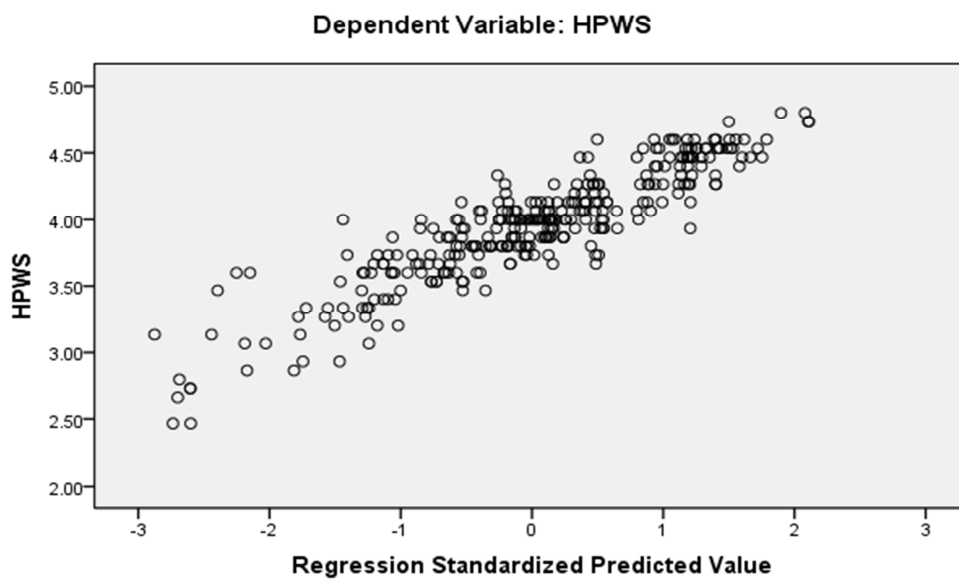


Variable-4: Work Experience



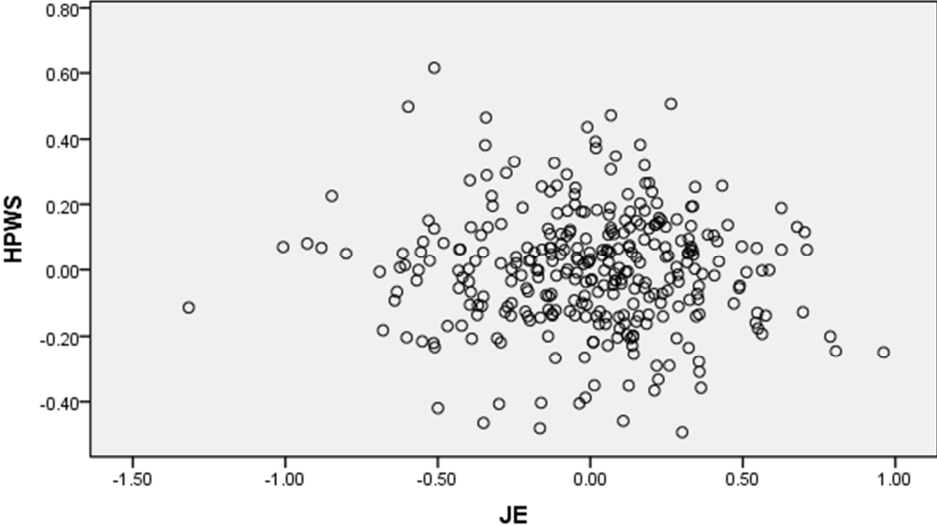
Charts

Scatterplot



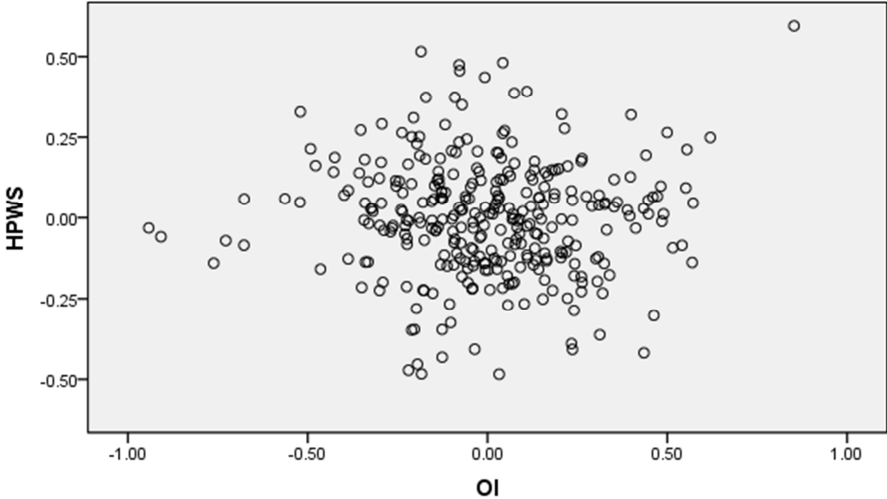
Partial Regression Plot

Dependent Variable: HPWS



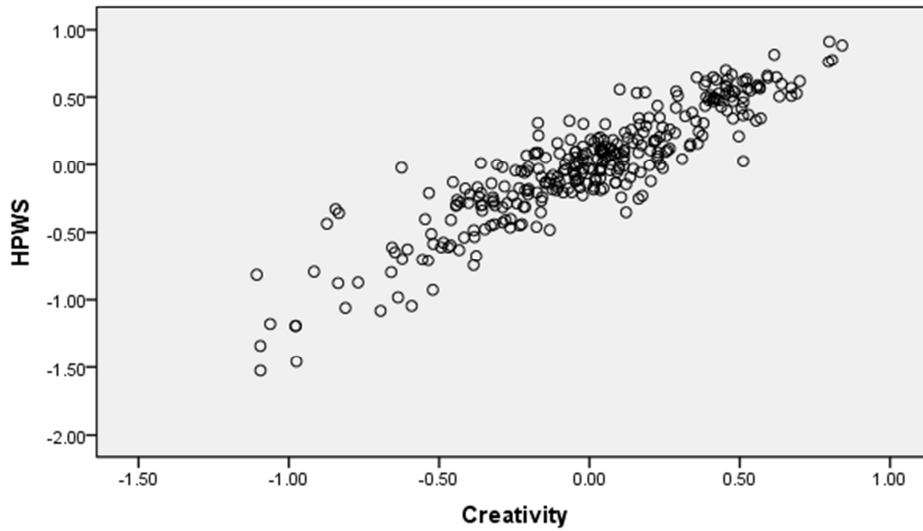
Partial Regression Plot

Dependent Variable: HPWS



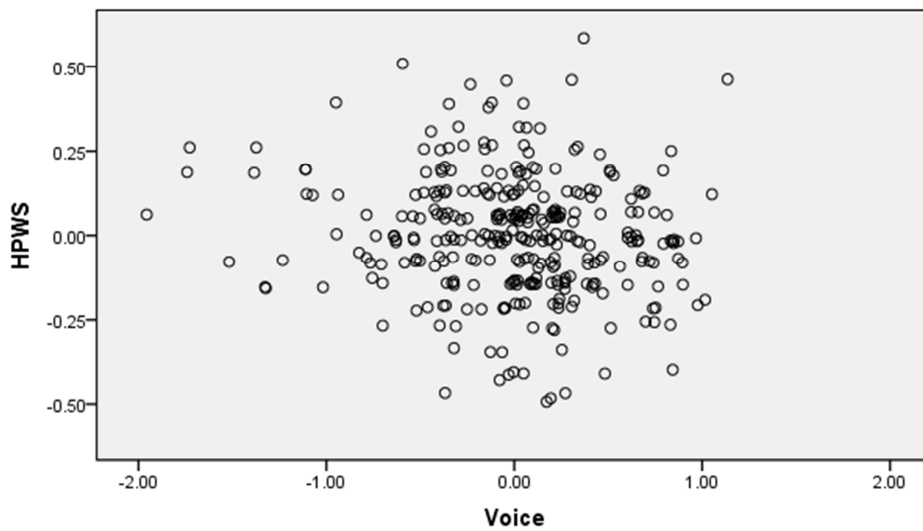
Partial Regression Plot

Dependent Variable: HPWS



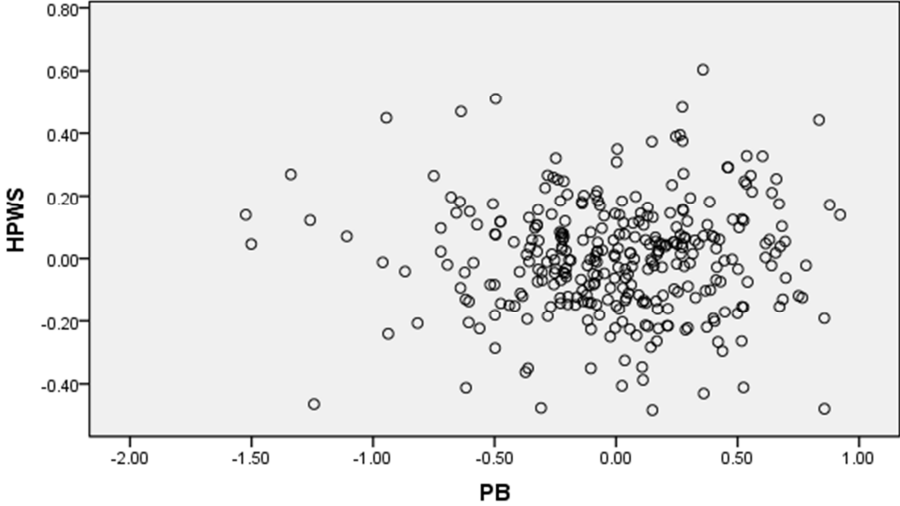
Partial Regression Plot

Dependent Variable: HPWS



Partial Regression Plot

Dependent Variable: HPWS



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