

The Positive Impact of High Performance Work Systems (HPWS) on Employee Commitment and Self-Sufficiency in Strategic Human Resource Management (SHRM) in Kurdistan

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Abstract

This study provides adequate information on the impact of high performance work system on employee commitment and self-reliance by means of positive attitude, Proactive behaviour, voice, and creativity, in organizations. The emphasis is on expanding individuals' perspectives on the importance of implementing an adequate high performance work systems in human resources of the organizations.

The importance of high performance work systems are for the organizations' determination for supremacy in gaining competitive markets place. Therefore, High performance work system is a tool to develop organizational performance and employee productivity, job satisfaction and to lessen occupational pressure.

The research methodology applied quantitative research questions relevant for the objectives of the present study; the data was gathered from web-based surveys emailed to 560 employees which 319 surveys questionnaires were returned.

The study demonstrated that the respective systems have a positive impact on employees Commitment, positive attitude and Proactive behaviour, voice, and creativity. Therefore, the mentioned three aspects are indicated as major variables to test in the study in order to produce relevant findings with implications for organizational practice.

The study provides an appropriate discussion of the precise implementation of these systems to improve organizational effectiveness in the long term and self-sufficiency in strategic human resource management.

Keywords: *high performance work systems, positive attitude, employee commitment, self-sufficient, Proactive behaviour, voice, and creativity.*

摘要：

本研究探究了高绩效工作系统对员工承诺、积极心理、主动性行为、建言行为以及创造力的影响。本研究的重点在于向员工介绍高绩效工作系统在组织中实践的重要性。为实现本研究的目的，我们采用了定量的研究方法。本研究通过网络问卷调研方式调查了 560 位员工，回收问卷 319 份。本研究的结果发现，高绩效工作系统对员工承诺、积极心理、主动性行为、建言行为以及创造力具有正向促进作用。本文的研究结果对组织战略人力资源管理高绩效工作系统实践提供了进一步的支持。

Introduction

High performance work systems (HPWS) are systems that encourage employee commitment and self-sufficiency in strategic human resource management (SHRM). A general assumption associated with HPWS is that employees are a main source of competitive advantages that is difficult to duplicate (Oladapo & Onyiaso, 2013). Moreover, employees can create a constant improvement in organization and perform at a higher level if they are encouraged to do so. This achieved by encouraging practices, such as participative pronouncement making, as long as high quality exercise, and division information. For that reason, there are special effects of HPWS on workers to include high self-esteem in terms of being capable and intellectual individuals (Wallner & Menrad 2012). Organizations find employees are more committed to the organization and more trustful of organization, which will effect in enhanced performance.

The effects of high performance work systems are visible in the organization by evaluating the performance of employees and how well they are achieving their goals or targets, the safe attitude of employees changes it when they are appreciate for their work and receive reward (Patel et al. 2013). Moreover, high performance work systems are perceive as organizations that develop an essentially different approach to

managing than the conventional hierarchical approach associated with scientific management of organizations. High performance work systems are also known as high involvement or high commitment organizations (Oladapo & Onyiaso, 2013). These approaches show that organizations can use a distinct managerial approach that enables high performance through individuals. It can also influence leading Proactive behavior, voice, and creativity, which represents that HPWS have the greatest potential to provide sustained economical advantage to companies adopting it.

Usually, the most common method for managing Positive attitude in companies has been taking a control-oriented approach to human resources. This method refers to the assumption that workers are motivated to exert only as much effort as is necessary for task completion (Patel et al 2013). As such: management's responsibility to use its legitimate authority to control employee behavior. In terms of Positive, the control-oriented approach emphasizes the use of rules to implement proper behavior patterns and control the use of penalty to increase rule conformity.

With the help of HPWS, organizations can increase understanding that human resources are better manage by high commitment- or high involvement-oriented strategies, which can motivate employees and Proactive behavior, voice, and creativity. More recently, the term high performance work systems have been used to distinguish these changed workplaces (Zhang & Wang, 2013). While high performance work systems include the element of high commitment as well as involvement elements, they are also broader in scope by highlighting the rivalry advantage gained by such human resource practices of HPWS. Researchers conceptualize high performance work systems as a group of divided but interrelated human resource practices that together recruit, choose, develop, motivate, and retain employees (Oladapo & Onyiaso 2013). The main concept of HPWS has been create for better organization and it is entirely based on extensive employee involvement with focus on managing Proactive behavior, voice, and creativity. However, the precise managerial practices in this sector may differ from one organization to another.

This paper tries to identify the effects of high performing work systems with the help to different HR approaches. Moreover, this will be achieve by ensuring that employees possess a broad range of skills and abilities that are use at work, which contribute to the success of the respective organizations (Patel et al 2013). The study shows that employees outlook human resource practices and reliability of management as suggestive of the organization's commitment to them due to high performance. Therefore, employees respond with suitable attitudes and behaviors (Wallner & Menrad 2012). In the current study, it expects to find greater employee areas of commitment and involvement, Proactive behavior, voice, and creativity, which are influence by HPWS.

Employees of organizations with more conventional approaches to human resource management are more likely to produce less their peers. It show that high performance work systems also applied to improving workplace Positive just as well as firm financial performance of the organization (Patel et al., 2013). Some researchers state that it is supposedly suitable to consider a high performance work system as a solitary system, which handles the employees' attitude toward each other and toward the work (Wallner & Menrad, 2012). However, it helps to manage the atmosphere of the association; most important reason of this term paper is to identify the effects of HPWS on employees, Proactive behavior, voice, creativity, and Positive systems.

Research Problems

Although some research has studied the relationship between HPWS and creativity ((Margaret Heffernan, Brian Harney, Kenny Cafferkey, Tony Dundon,2009)), ((Cameron M. Ford 1996, Vol. 21,)), ((e.g., Amabile, 1996; Oldham & Cummings, 1996)), (Arthur 1994; Huselid, 1995; Macduffie 1995). However, does this relationship form is still unknown.

How encourage employees to participate in change like creativity, voice and proactive behavior?

Previous studies of HPWS paid much attention on the employees' in-role work outcomes ((Oladapo & Onyiaso, 2013)), (Wallner & Menrad, 2012), (Patel et al., 2013). Little research has explained the relationship between HPWS and out-role outcomes, though the mechanism underlying HPWS relationship not well researched, especially at the organizational level.

In this study, the researcher is to investigate how High Performance Work System effects the employee commitment and self-sufficiency leading to organizational effectiveness including Creativity, Voice and

Proactive behavior. This system improves organizational effectiveness, and studies positive attitude is the mediator of the High Performance Work System, Creativity, and Voice and Proactive behavior relationship. Thus, the mentioned few aspects indicated as major variables to test in the study in order to make relevant findings with implications for organizational practice. Creativity, voice, Proactive behavior study as a factor affecting the behavior of high performance Work System of employees, and positive attitude is considered.

This study is to investigate the impact of High Performance Work System on employee commitment, Creativity, voice, Proactive behavior, and positive attitude to improve organizational effectiveness and self-sufficiency of strategic human resource management of the organizations. Research Questions the following research questions used as a guide to address the above objectives:

1. Do you believe that HPWS have a direct impact on leadership skills and employee attitude? 2. Does **creativity** reconcile the relationship between HPWS and employee positive attitude? 3. What is the influence of voice on employee performance? 4. What is the correlation between HPWS and proactive behavior? 5. Does positive attitude contribute to improve employee performance? 6. What is positive environment contributes to HPWS? 7. Can HPWS improve employees' initiative performance, such as creativity, voice, and proactive behavior?

Research Model

The research model of high performance work systems employed in the present study. It represents its effects and the actual relationship with the employees. From this perspective, high performance work systems can play an important role in improving Creativity, Voice and Proactive behavior. Most studies have found a largely positive relationship between high performance work systems and Creativity, Voice and Proactive behavior, irrespective of the sector of the productivity measure used, of the unit of analysis, and in the high performance practices included (Oladapo & Onyeaso, 2013; Patel et al., 2013).

((How High Performance Work System affects the organizational effectiveness, include Creativity, Voice and Proactive behavior. This system improves organizational effectiveness, and studies positive attitude is the mediator of the High Performance Work System, Creativity, and Voice and Proactive behavior relationship. High Performance Work System plays a significant role in employee Creativity, the right employees with the right skills in the system encourages Proactive Behavior high commitment to high involvement in achieving tasks which leads to a positive attitude in the company there for it contributes to more voice and Creativity in high performance practice.))

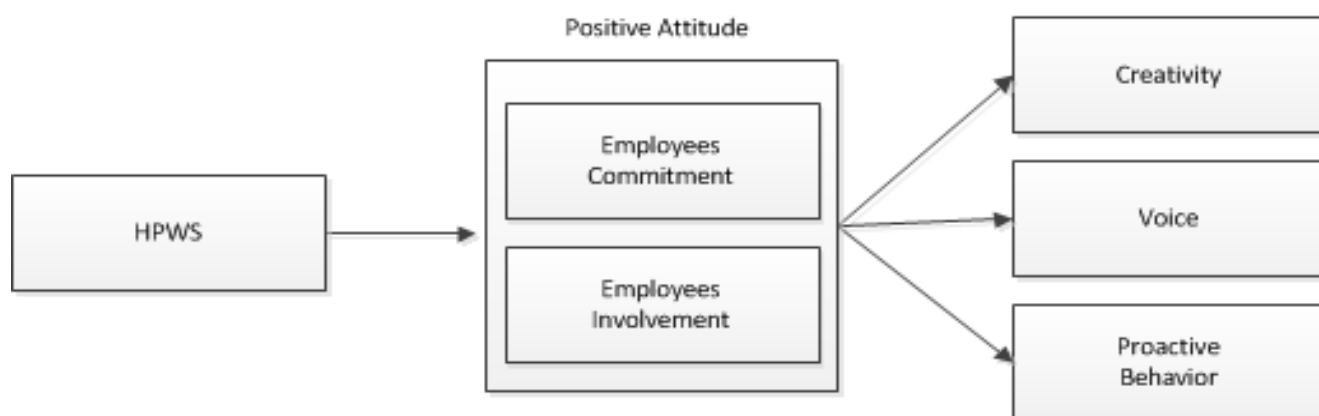


Figure 1: Research Model

The respective research model shows that by adopting high performance work systems, organizations can bring greater influence on employees, Positive attitude and Creativity, Voice and Proactive behavior, in the workplace. The corresponding HR practices can be strictly use in organizations to adopt a model of high performance work (Klaas et al 2012). Some studies indicate the relationship between High Performance Work System, employees and organizational outcomes such as organizational performance, it can expect that employee attitudes and the relationship between High Performance Work System and Creativity, Voice and Proactive behavior.

The present study highlights employees' behavior plays both arbitrating and moderating roles in the connection between apparent HR practices and employee outcomes, such as job satisfaction, organizational commitment and Creativity, Voice and Proactive behavior.

The research model shows conceptualized high performance work systems implemented in a way to support the overall corporate goals set by the organization. It is fundamental that managers and employees work together to Creativity, Voice and Proactive behavior, recruit, select, develop, and retain individuals in the context of introducing adequate HR practices (Oladapo & Onyeaso 2013). HPWS help increase the number of trainer employees, particularly of administrative, hold up employees and better-trained and more involved workforce will also be more able to work separately and flexibly (Wallner & Menrad, 2012). The adoption of high performance models in the organization refers to situations in which top management will consistently apply human resource practices to achieve greater employee commitment to the work process as well as creativity, employee voice, proactive behavior, an outcome of which a company's labor force can become a source of substantial competitive advantage.

Literature Review

High performance work practices systems are of key significance not only in the strategic human resource literature but also for the organizations that are determined for superiority in today's competitive markets (Wang & Verma, 2012). High performance work systems have concerned attention from lower to higher businesses as a tool to improve their organizational performance and employee outcomes, such as work satisfaction and decreased job pressure. By implementing HPWS, organizations try to manage their hierarchy structure in a suitable way to correspond to the needs of their employees, Positive (Patel et al., 2013). These systems include practices, such as exact selection procedures, internal merit-based promotions, criticism procedures, and cross-functional as well as cross-trained teams, high levels of training data / knowledge distribution and participatory methods and group-based rewards compensations and skill-based pay.

The respective systems of high performance represent a collection of both interrelated and separate HR practices to include selection, training and development, performance appraisal and compensation that are mainly designed to improve employee effectiveness (Klaas et al. 2012). HPWS is also considering a part of HR practices to expect better outcomes within organizations. Employees are expecting to demonstrate adequate skills at the workplace, more inspiration, and more opportunities to outshine upon the introduction and coordination of high performance HR practices (Oladapo & Onyeaso, 2013).

The components of HR practices are important for HPWS in terms of how they help the entire system work effectively. The efficiency of HPWS requires the method to have both the internal and external fit for proper adjustment of hierarchy (Klaas et al. 2012). To make certain the high performance system fits internally all the components need to support and balance each other as the leadership team should work in cycle with human resource practices, and the workflow should be concerned with well-developed technology (Wang & Verma, 2012). When the system is associated with the competitive urgencies of the organization like enhanced employee satisfaction, well-developed business principles and competitive challenges achieve external fit as well. This is how it affects the entire organization.

High performance practices are likely to contribute to enhanced economic performance only when three conditions are met within organizations firstly employees possess knowledge and skills managers lack employees are stimulated to apply these skills and knowledge through flexible effort and the firm's business or production approach can only be achieved employees contribute such flexible effort (Wang & Verma, 2012). In the dynamic context of HPWS, employees expect to work extensively by employing various types of resources in order to attain better results in the long term. Furthermore, HPWS stress on developing employee skills and competence; these employees' efforts also better directed, such as smarter. Employees work smarter in high performance systems because of the training, development department, and job rotation practices that augment the opportunity to learn (Zhang & Wang, 2013). The effects of HPWS emphasis on teamwork, trusting relationships among employees, and innovation, Employees' efforts are more helpful and creative. The HPWS managerial structures, such as cross-functional teams, employment revolution, and high-quality circles, lead to the augmentation of employees' cooperative efforts (Oladapo & Onyeaso, 2013). These are the major effects of HPWS yet employees' efforts expect to be advance and more effective than for those working in a control-oriented organization. Moreover, high performance work systems state to raise organizational performance. It is essential therefore to examine whether or not these systems actually attain the simple purpose devised to fulfill. There is a considerable and growing corpse of investigates, which claims to give you an idea about those enormous economic profits can be obtained through the implementation of HPWS.

The main effect of HPWS is the actual behavior of employees, through the way they affect earnings and labor efficiency. However, the Positive attitude toward employees is also better. The employment security refers to the degree to which an organization provides stable employment for employees (Patel et al., 2013). Because of HPWS, the basic ways in which organizations can progress their performance is by ensuring employment security. Positive attitude in companies encourages a long-term viewpoint and represents an investment of period and resources in employees shared in terms of faithfulness to the organization (Klaas et al. 2012). Trust in management may reflect particular Positive attitude, which is attractive to the extent that trust in management linked to organizational performance.

Therefore, managers who understand human resource management and strategic management are able to persuade definite behaviors that help form the culture of an organization because of high performance commitment (Zhang & Wang, 2013). Moreover, by influencing specific behaviors in organizations, it can be a difficult task to undertake for a number of reasons. The most understandable reason is that humans are impulsive and have exclusive attitudes and perspectives (Oladapo & Onyeaso, 2013).

Sub-dimension of HPWS as defined by (Oladapo and Onyeaso 2013). Administrative and work environment HR practices and merit-based HR evaluation and the sub-dimensions of HPWS enables the HRM to develop elements of the system that 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.

Employee commitment

Since line manager's act as organizational representatives, the extent to which they value their subordinates' contributions and care for their well-be partly be seen as an organizational accomplishment (Shanock & Eisenberger, 2006). As mentioned before, affective commitment will be mostly influence by work experience variables. An important work experience variable is the leadership behaviour of the line manager ((Eisenberger & Stinghamber , Rhoades 2002)).

Organizational commitment will incite employees to show reciprocal dedication to the organization (Blau, 1967). Since relations-oriented leadership behavior implies the creation of a friendly and supportive work environment for employees (Bass, 1990), we argue that it will be conceived as a sign of organizational commitment and will have a positive impact on employees' affective commitment.

Employee involvement

To begin, **employee** Involvement is a term used in the literature on organizations to refer to individuals' attachments to both organizations and their by (Ashkanasy, Wilderom, & Peterson 2000). Employee involvement is the situation in which the employee identifies himself with the organization and its goals and wants to stay a member of the organization.

Employee involvement is not the goal nor is it a means, as experienced in several organizations. Moderately, an organization and management philosophy about how people are most enabled to contribute to continuous improvement and the ongoing success of their work organization.

However, Etzioni (1975) proposed three different types of involvement: moral, calculative, and alienative. In his opinion, individuals are morally involved if they accept and identify with organizational goals. Calculatively involved is when the individuals perceive an exchange agreement with the organization, and alienatively involved is when they have a negative feelings and attachments to their organizations, obligatory to continue suitable to require of alternatives or a behavioral compliance system that forces them to remain. Employee Involvement is participative processes that use the entire capacity of workers and designee to encourage employee commitment to organizational success (Lawler & Mohrman, 1989). Moreover, employee involvement understood as a variety of techniques designed to achieve the objective of giving the employee some combination of information, influence and / or incentives (Cotton, 1993). Employee involvement is quite similar to organizational commitment.

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 often viewed as essential in talent management. The idea of creativity as an aspect of organizational growth and strength has been considered since the 1900 (Gong, Huang, & Farh,

2009). Creativity 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 employees contribute and learn the culture (Holland, Pyman, Cooper, and Teicher, 2011). Research has not been actively able to demonstrate a relationship between employee voice and participation. Employee voice simply described as employee rights and abilities 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 member of staff - generated comfortable announcement performance that extends beyond allocated participation rights, shared leadership situations. In addition the study verified 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 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 viewed as future or change-orientated and increase the likelihood that employees can take charge of situations during change; these perceived as creating value in an organization, and potentially creating greater job satisfaction (Belschak & Den Hartog, 2010). Proactive behavior studied in regards to Quality of Work Life (QWL), which 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 and 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 that 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.

Hypotheses

Hypotheses are adequately developed in order to investigate and examine the core research about the effect of high performance work systems and creativity, voice, proactive behavior and positive attitude in organizations the following are the hypotheses formed to observe and study the main aspects of the present research:

Prior research referred to HPWS as a mutual investment approach built on a reciprocal and social exchange relationship (Tsui & Pearce, Porter, & Tripoli 1997). According to HRM theorists and proactive behavior, creativity and voice are shaped by the cumulative nature of everyday HR practices (Guzzo & Noonan 1994). Creativity is the act of turning new and imaginative ideas into reality. Proactive behaviors that have attracted considerable attention: voice and helping voice describes active efforts by employees to speak up and challenge the status quo about important issues (Hirschman 1970). We focus on anticipatory selection a proactive behaviors form of selection in which employees plan, offer assistance, and seek out opportunities to hinder others, relatively than clearly respond to needs (Rioux & Penner, 2001). By means of the above, it is expected that a physically powerful HPWS affect the employees' view of the organizational objectives. Therefore, we suppose that a physically powerful HPWS has a positive influence on creativity, voice and proactive behavior concerning the organizational.

Hypothesis 1:

- ***High performance work systems are positively related to creativity (H1a), voice (H1b), and proactive behavior (H1c).***

High-Performance Work Systems sometimes had known as high involvement or high commitment organizations with the intention of draw on a characteristic managerial approach that enables high performance through people. By (Jeffrey Pfeffer 1998) the main idea of HPWS is to create an organization based on involvement & commitment and empowerment not member of staff control. Employees feel that they have their own goal and objective; that they have been actively involved in formulation employee involvement ensures that workers commit to the responsibility and duties assigned (Wagner 1994), employee's commitment of association thoughts and plan for the association. Employees complete their duty not only for the reason that they are supposed to do that, but also because they have passion and commitment towards the task. Companies can take the initiative, involve employees in administrative, objective formulation, and rule formulation of the company. (Ackers, Wilkinson & Dundon 2006), most employees were found to commitment to company, when they were actively involved in formulation process. Employee involvement is failure to respond to member of staff approval. Disappointment to take action to employee is an additional sure way to kill an employee involvement. Towers (1997) employee involvement are more satisfied with their job compared to other workers, Dundon & Grugulis (2007) employee involvement and company productivity revealed the same result.

Hypothesis 2:

- ***High performance work systems (HPWS) are positively relate to Employees' commitment (H2a) and Employee involvement (H2b).***

Employee commitment to the goal of an organization is principal for winning business. Guest (2001) employee commitment refers to correspondence between the goals of the individual employee and the organization whereby the individual identify with and extend exertion on behalf of the goal of the organization. According to Guest & Hoque (1994), the largest part employees commit to decisions and goals that they have taken part in formulation. 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), it estimated that a strong managerial individuality affects the employees' outlook of the directorial objectives. Therefore, we suppose that an employee commitment has a positive influence on creativity, voice and proactive behavior regarding the objectives.

Hypothesis 3:

- ***Employees' commitment is affirmative relate to creativity (H3a), voice (H3b), and proactive behavior (H3c).***

Employee involvement has three related components: creativity, voice and proactive behaviors. The particular set of managerial practices will vary from company to company. Involves everyone in the companies is the best image for the involvement oriented advance (Lawler 1992). In the employee involvement organization, employee's creativity aspect of Employee involvement concerns employees' beliefs about the organization, its leaders, and working conditions this definition integrate the standard constructs (Smith et al., 1969), and organizational (Meyer & Allen, 1991).The voice aspect concerns employees investigate and subordinate improvement-oriented voice in a two-phase study and employee involvement. These relationships are show to be mediate by subordinate perceptions of psychosomatic protection, illustrate the substance of leaders in subsidiary assessment of the risk of communication positive. In addition, direction behaviors have the strongest contact 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 employee involvement, creativity, and proactive behaviors (Van Dyne & LePine, 1998); the behavioral aspect of employee involvement 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 time, understanding and power committed to the assignment and the firm.

Hypothesis 4:

- ***Employee involvement affirmative related to creativity (H4a), voice (H4b), and proactive behavior (H4c).***

Workers' higher involvement and commitment and their greater control over and say in their work, they work harder (Pfeffer, 1998,). Work harder for the reason that of contingent compensation that rewards these efforts and because of peer pressure activated in self- managing teams HPWS importance on developing workers skills and competence these workers efforts are also better directed, that is, smarter. They also work smarter "because of the training and job rotation practices that enhance the opportunity to learn HPWS emphasis on teamwork trusting relationships and innovation workers efforts are more cooperative and creative. HPWS place greater responsibility on workers at the operational level, it saves on administrative management are eliminated as well as other costs associated with having an alienated work force in an adversarial relationship with management, HPWS reduces service dispute and as a result of the service litigation.(Huselid 1995). HPWS workers' efforts are expect to be higher and more effective than for those working in a control-oriented organization. According to Lawler (1992), there is likely to be less labor turnover in HPWS simply because of the attractiveness of this type of employment situation. Designer for case in point of organizational workforce 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 probable to knowledge strong level. (Ashforth and Mael, 1989. Mael and Ashforth 1992). The fundamental, common, and permanent foundation of a collective organizational scheme and performance (Stimpert, Gustafson and Sarason, 1998) and can act as a framing mechanism for organizational decision-making (Albert & Whetten, 1985; Barney & Stewart 2000). These possessions lend a hand the association in achieve its objectives. Barney and Stewart (2000) the correlation involving HPWS with creativity and proactive behavior, this will eventually lead to more value for the organization.

Hypothesis 5:

- ***Employees' commitment mediates the relationship between high performance work systems and creativity, voice, proactive behavior.***

Employee involvement can develop the positive beliefs, relationship between HPWS with creativity is the act of turning new and imaginative ideas into reality and that these practices generate the kinds of discretionary behaviors that lead to worse performance put employees who conceive plan. Also implement workplace and process changes are engage employees and anticipatory helping are proactive behaviors directed toward a collection of target given each of these proactive behaviors can contribute to employee involvement. 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:

- ***Employee involvement mediates the relationship between high performance work systems and creativity, voice, proactive behavior.***

These hypotheses can help the research to interpret the overall systems that have dominated much of the debate in the literature review on the HPWS-employee performance link. Furthermore, the outlined hypotheses can provide a better understanding about the employees' perception of and response to espoused and actual HPWS effect on employees to improve and advance HRM contribution to overall organizational effectiveness. HPWS practice impacts employee attitude, ***creativity & voice & proactive behavior*** and Positive attitude is also important for HR professionals, line managers and employees, because it can extensively affect them in terms of how HPWSs are planned, designed, delivered and communicated.

The research can use the organizational justice system as a key framework and structure through which the effectiveness of HPWSs on employee perception and response to such actions can be examine organizational justice a comparatively new concept in organizational studies and refers to the point to which employees distinguish and observe organizational events as being fair. The theory has appeared to be a powerful interpreter of employees' sentimental, creativity, voice, proactive behavior reactions in various new frameworks.

Research Method

The use of quantitative research methodology is relevant for the objectives of the present study conducting quantitative research involve the use of survey that is administered to a large group of individuals via mail. The survey is structured adequately to reflect proper closed-ended questions to guide the participants in an attempt to present viable information (Balnaves & Caputi, 2001). One of the advantages of implementing the mentioned research method is the fact that the respective survey uses a convenience sample, which implies that the researcher can collect and analyse the data in a quick manner. Another benefit of using a survey as data collection tool is its potential to provide reliable direction for planning particular messages to convey to the participants.

The fact that the survey used in this study is online based is indicative of the method's cost effectiveness. The conduct of the survey remotely definitely prevents geographical dependence (Balnaves & Caputi, 2001). This also allows administering the survey to a large sample of participants. Moreover, the researcher is prepared to ask numerous questions related to the subject, which means that flexibility in data analysis is quite high.

Yet a certain limitation of using this research method refers to the situation where the participants may not feel motivated to provide adequate and proper answers to the questions. In addition, considering the fact that the survey consists of closed-ended questions implies the challenge of obtaining an adequate validity rate compared to other question types (Dewhurst, 2006). Furthermore, data errors may appear as a result of non-responses.

Sample

The sample for this study contains of both employees and managers working in different mid-sized organizations based in the Kurdistan (North of Iraq). The survey for this study was developed in English for the administration of this survey in Kurdistan North of Iraq, typical translation and back-translation procedures were followed to convert the language to traditional and simple Kurdish using bilingual experts the total number of participant's amounts to 319. In fact, 560 survey invitations were sent to the participants online, but only 319 completed surveys were returned, yet the response rate of the participants was rather high and allowed the researcher to make adequate conclusions pertaining to the explored subject of the influence of HPWS on Employees' commitment, Employee involvement, creativity, voice, and proactive behaviours in companies.

Data Collection

The data gather from web-based surveys emailed to all would-be respondents, and a unsystematic assortment of wholly completed surveys will be special to be analyze. Respondents will be necessary to agree to participate in the study prior to finishing the survey. As well, respondents provide with all pertinent information to get in touch with the researcher by email, phone, or college. Respondents may also request to see the results of the study as part of this report upon agreement from the college or following periodical, all results obtain from the most important research and statistical software utilized to derive the conclusions.

Appelbaum, Bailey, and Berg (2000) characterize (HPWS) as group of disconnect but organized. Designed to enhance Employees' commitment and Employee involvement, some of these practices include selection, performance appraisal, and compensation. The application of HPWS develops the skills and motivates employees to attain organizational goals and the research conducts an analysis of data test the structural model & discusses compiled results and draws a conclusion on high performance work systems. The relationship between (HPWS) and factors such creativity & Employees' commitment and employee involvement can be analyzed with multivariate degeneration models given that (HPWS), power different organizational aspect the consumption of a recursive model that establish causality in the hypothesize direction therefore determine whether the causality precede change in presentation (Brewster & Mayrhofer 2012).

Measures

High-performance work system: Individual variables of the high-performance work system in this study were combines to form the variables that were use to conduct the correlation analysis (Delery and Shaw, 2001).

Becker and Huselid (1998) who highlighted that combining the individual variables of the high-performance work system is the appropriate measure supported. The individual high performance work system 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 reliability analysis of the 15 individual variables was conduct and the cronbach's alpha = (0.719) which means that the variables are reliable.

Employee Commitment: The variable Employee commitment measured by combining all the five individual variables of the commitment that was use to conduct the bi-variate correlation analysis Questionnaire (Mowday, et al., 1979) & (Appelbaum et.al., 2000). Who highlighted that combining the individual variables of the Employee commitment is the appropriate measure the individual Employee commitment 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 reliability analysis of the 24 individual variables was conducted and the cronbach's alpha = 0.509.

Employee involvement: The variable involvement measured by combining all the individual variables of the involvement that was used to conduct the bi-variate correlation analysis by (Appelbaum et al. 2000); & Ichniowski et al 1997). This supported (MacDuffie 1995). Who highlighted that combining the individual variables of the involvement is the appropriate measure. The individual involvement 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 reliability analysis of the five individual variables was conducted and the cronbach's alpha = 0.482.

Creativity: This variable combines the individual variables of the creativity that was use to conduct the relationship examination (Delery & Shaw 2001). The individual creativity calculated in a likert scale with the 1- strongly disagreed, 2- disagreed, 3- undecided/ neither agreed nor disagreed 4- agreed, and 5- strongly agreed. Reliability analysis of the 12 individual variables conduct and the cronbach's alpha = 0.555.

Voices: Voices variable were evaluate by combine all the individual variables that was used to behavior the correlation analysis (Delery and Shaw, 2001). The individual voices variables were calculate in a likert scale with the 1- strongly disagreed, 2- disagreed, 3- undecided/ neither agreed nor disagreed, 4- agreed, and 5- strongly agreed. The consistency analysis of the five individual variables was conduct and the cronbach's alpha = 0.359.

Proactive behaviour: combine all the individual variables of the proactive behaviour was use to manner the bi-variate correlation analysis (Delery and Shaw, 2001) calculated the variable proactive behaviour. The individual proactive behaviour 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 eight individual variables was conducted and the cronbach's alpha =0.352.

Exhibit one: Definition of the variables in the study

Definition

A) Variables

High performance work systems

HPWS refer to the extent of applying high performance practices to enhance employee commitment & employee Involvement & employee creativity, employee voice, and employee proactive behavior.

Productivity
 Labor turnover

The ratio of output to the number of employees
 Percentage of employees has resigned during the previous year.

Age of employees

28 % were 18-29 years old
 35 % were 30-39 years old
 21 % were 40-49 years old
 15.7 % were beyond 50 years

Education level of employees	12.2% had college training 56.4% had a bachelor's degree 26.3% had a graduate degree 5.0% had a doctoral degree
Work experience	2.7 % had a working experience of 0-1 year 7.3 % had a working experience of 1-3 years 10.5 % had a working experience of 3-5 years 39% had a working experience of 5-10 years 40.5% had an experience that exceeded 10 years.
Gender of respondents	Women were 38.2% percent of respondents Men were 61.8% of respondents

Validity and Reliability

The exterior validity of the results of the study refers to the point to which the results obtain from the study can be functional to clear of the study that is the results can be used by country to progress the performance of the organizations or work systems. Peripheral validity of the study help the investigator to defend the research method he useful to the study and if the method is apposite and can be applied in other studies the results of the study will be comprehensive because the study is a case study come within reach of which applied positivism and interpretive approach.

Reliability of the study refers to the level to which the outcome of the studies imitation or used in a different study using the same research methods and approach in a dissimilar area. The reliability of the study depends on conclusion of the results will be analyze and interpret they can formulate having an important effect results and reflect that the study is innovative. Although Marshall and Rossman (1999) have argued that replicating the results of a qualitative study is very hard since the data of the study was collecte at the time the study was conduct and for this reason, the change capacity have occur due to the change in state of affairs. Significant to know replicating the results is hard for the reason that it is important to decide the data collection methods applied in the study.

Data Analysis & Results

The purpose of this study was to evaluate the relationship between HPWS, employee commitment, employee Involvement, creativity, and employee voice and its impact on employees and organizational performance. Three statistical programs were used to analysis statistics SPSS and Amos.

Correlation Matrix When variables plotted on a correlation matrix they gave an indication of how the variables related to each other through a combined mean correlation coefficient. A correlation coefficient of +1.00 implies that the variables positively correlated, the statistics illustrated in exhibit one-show correlations computed (0.005 and 0.01) significance level for values.

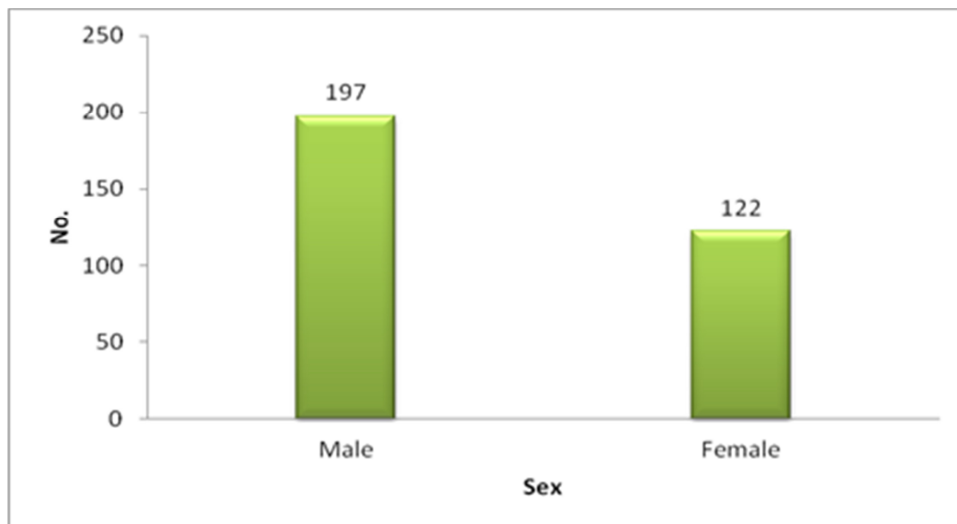
An important approach adopted in terms of data analysis of the survey results refers to exploratory data analysis, which initially considers the data files in order to find particular limitations in contingent questions. Moreover, the researcher aims at deriving the main findings as a significant part of the data analysis process (Balnaves & Caputi, 2001). It is important to keep the entire research process as organized as possible in an attempt to obtain optimal results. Coding is used as a major data analysis technique implying that the respective data can be put into different nominal-level categories. By exploring the set of responses, it is essential to consider the development of important themes related to the subject under investigation.

The researcher applied quantitative research questions; the data gathered from web-based surveys emailed to **560** employees that 319 surveys questionnaires returned. The response rate was 57%. Of the respondents, 38.2% were women, 61.8% were men;

Subsequently, random selections of fully completed surveys selected analyzed. Each question 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.

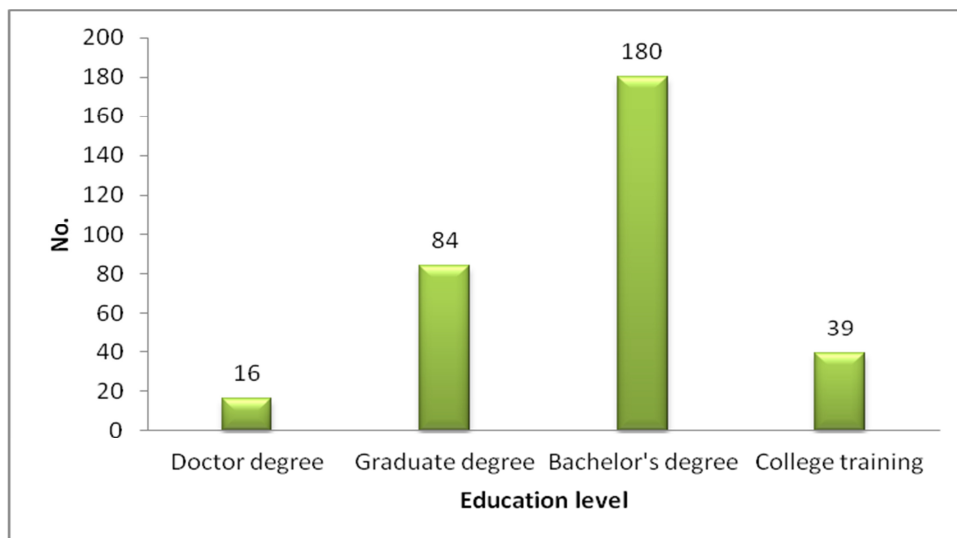
Sex	Frequency	Percent
Male	197	61.8
Female	122	38.2
Total	319	100.0



Education level

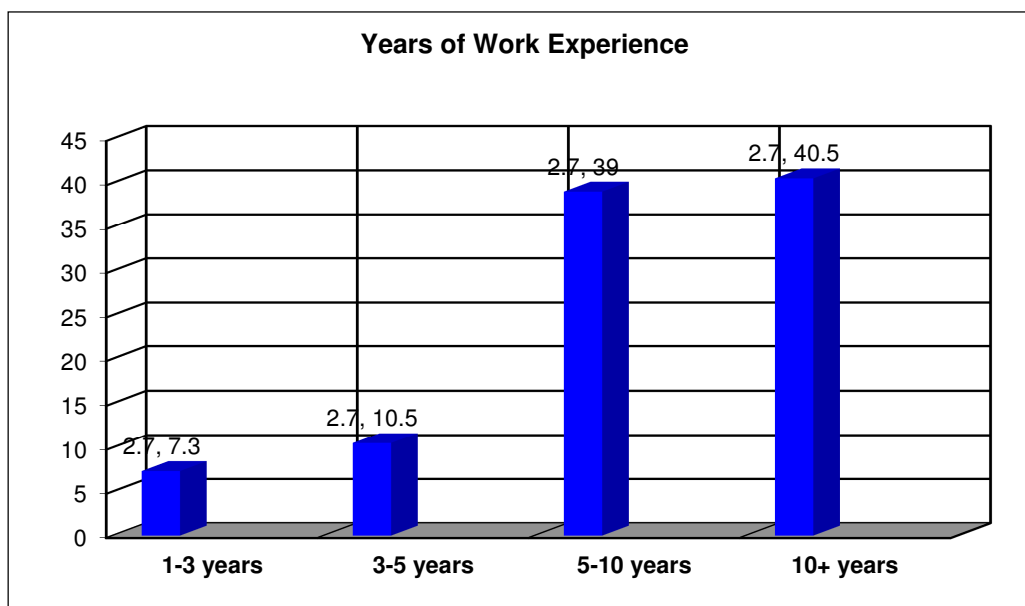
The education level of the respondents varied: 12.2% had some college training, 56.4% had a bachelor's degree, 26.3% had a graduate degree, and 5% had a doctor degree.

	Frequency	Percent
Doctor degree	16	5.0
Graduate degree	84	26.3
Bachelor's degree	180	56.4
College training	39	12.2
Total	319	100.0



Work experience

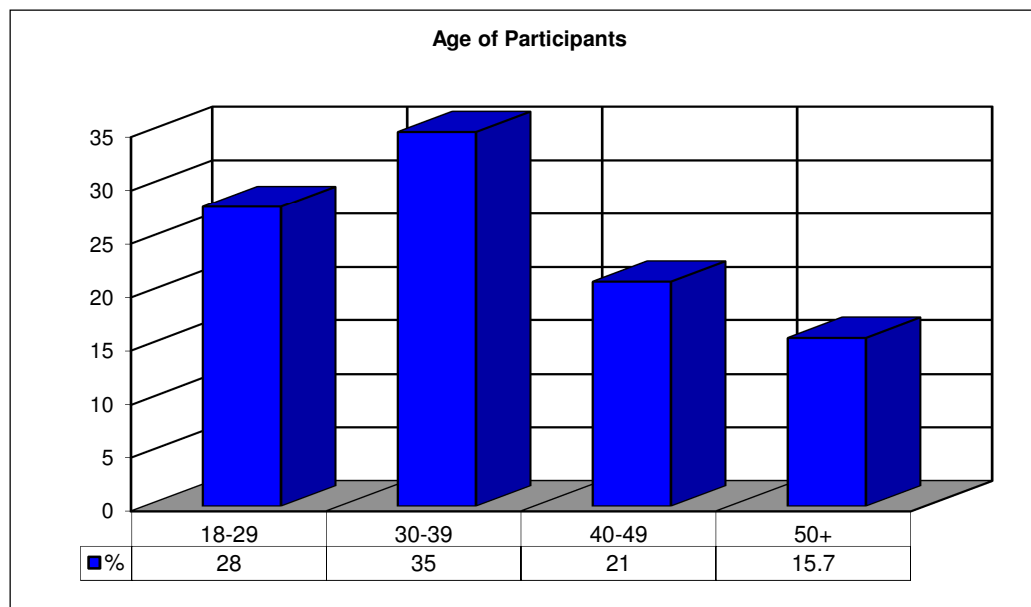
The respondents' average years of work experience as follow: 0-1 year (2.7%), 1-3 years (7.3%), 3-5 years (10.5%); 5-10 years (39%); beyond 10 years (40.5%)

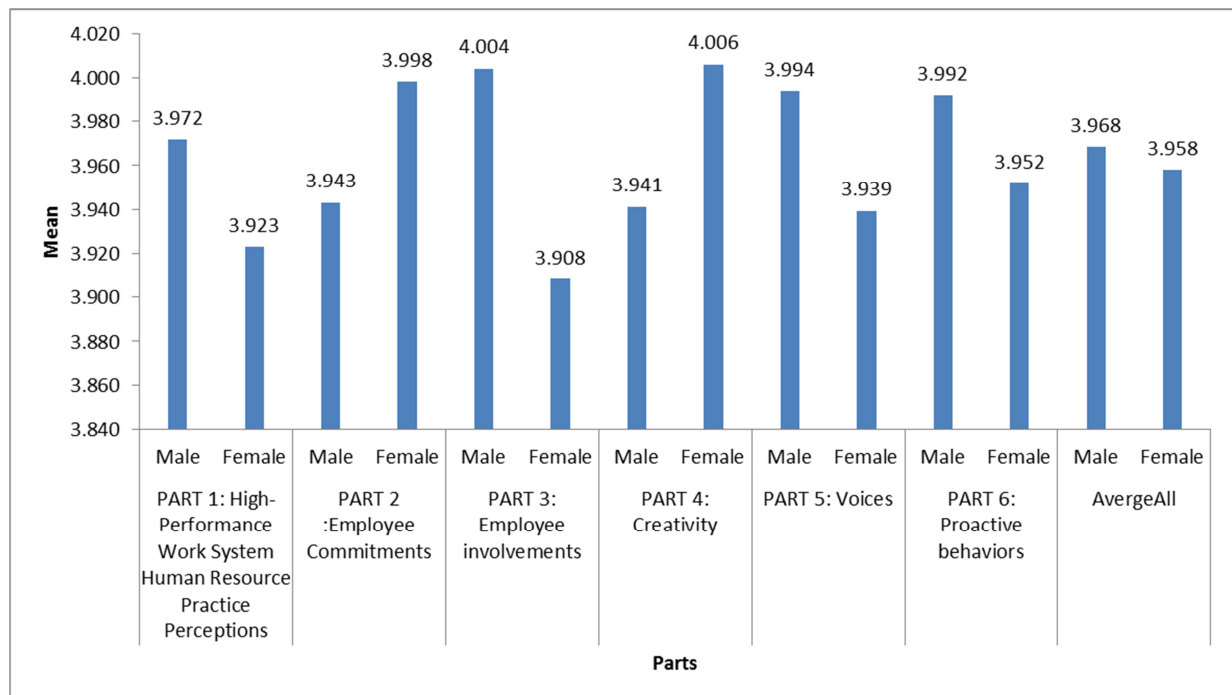
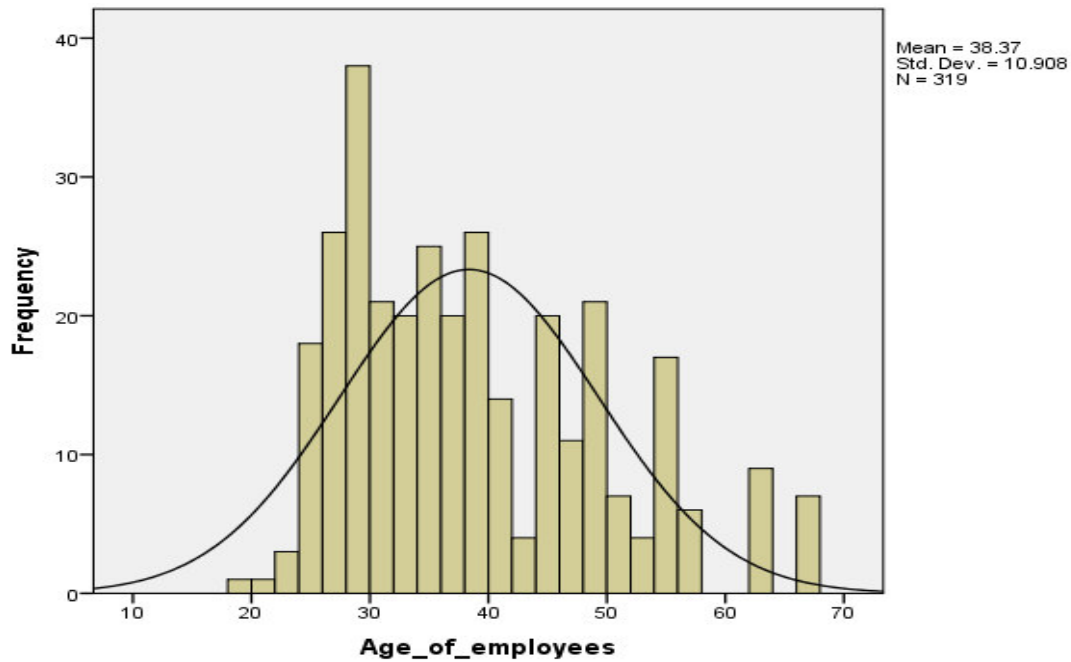




Ages of participants

The participants were categorized based on their ages as follow: 28% were 18-29 years old; 35% were 30-39 years old; 21% were 40-49 years old, 15.7% was beyond 50 years old.





Test of Structural Model

In order to test the structural model, it is essential to utilize a structural equation model, ability reflects in Handlin latent variables, measurement error, and presenting multiple indicators the use of complex sample obviously requires a test in procedure of structural model (Asparouhov, 2005). Nonetheless, the majority of structural equation model analyses tend to ignore the specific sample design and report findings that actually indicate simple random sampling. By doing multilevel testing, the researcher can obtain as much information as possible to test certain variables (Kaplan & Ferguson, 1999). Yet different factors should be thoroughly

considered in order to present a relevant data analysis and report results with significant implications to practice in various organizational settings.

Workplaces on variables work experience, (Mean 9.900, Std. Deviation 5.847), Age of employees (Mean 38.370, Std. Deviation 10.908). High-Performance Work System Human Resource Practice Perceptions,(Mean 3.953, Std. Deviation 0.424). Employee Commitments (Mean 3.964, Std. Deviation 0.552). Employee involvements (Mean 3.967, Std. Deviation 0.529). Creativity,(Mean 3.966, Std. Deviation 0.351). Voices (Mean 3.973, Std. Deviation 0.514). Proactive behaviors (Mean 3.976, Std. Deviation 0.395). High performance work systems, commitment, Involvement, Proactive behaviors, voice, and creativity, Average All (0.183).

Table 1: Descriptive statistics (Mean and Standard deviation)

	Mean	Std. Deviation
Work experience	9.900	5.847
Age of employees	38.370	10.908
1: High-Performance Work System Human Resource Practice Perceptions	3.953	0.424
2 :Employee Commitments	3.964	0.552
3: Employee involvements	3.967	0.529
4: Creativity	3.966	0.351
5: Voices	3.973	0.514
6: Proactive behaviors	3.976	0.395
Average All	3.965	0.183

Reliability Statistics / Cronbach's Alpha on variables: High-Performance Work System Human Resource Practice Perceptions,(Cronbach's alpha = 0.719), Employee Commitments (Cronbach's alpha = 0.509), Employee involvements (Cronbach's alpha= 0.482), Creativity (Cronbach's alpha= 0.555), Voices (Cronbach's alpha= 0.359), Proactive behaviors (Cronbach's alpha = 0.352), the Average All (Cronbach's alpha = 0.508)

Table 2: Cronbach's alpha

Parts	Reliability Statistics / Cronbach's Alpha	N of Items
PART 1: High-Performance Work System Human Resource Practice Perceptions	0.719	15
PART 2 :Employee Commitments	0.509	5
PART 3: Employee involvements	0.482	5
PART 4: Creativity	0.555	15
PART 5: Voices	0.359	5
PART 6: Proactive behaviors	0.352	8
All	0.508	53

Provides the means, standard deviations, correlation coefficients and the reliability measures for the key variables in this study the structural equation model technique was use to test the simultaneous and interdependent relationships among these variables HPWS will be positively related to Employee Commitments formation of a relational emotional contract with the positive attitude. High performance work systems are positively related to creativity, voice, and proactive behavior and significant shown in Table 3, that while HPWS can directly enhance Employees' commitment and Employee involvement, HPWS can indirectly increase creativity, voice, proactive behavior through the mediating effect of positive attitude with the firm which increases Employees' commitment and Employee involvement. This can be show by multiplying the coefficients

of the paths from HPWS to relational psychological contract from relational positive attitude to Employees' commitment and Employee involvement. In other words, the overall relationship between HPWS and creativity, voice, proactive behavior is the sum of (1) the direct effect of HPWS in enhancing creativity, voice, proactive behavior and (2) the indirect effect of HPWS in enhancing positive attitude through the mediating effect of relational Employees' commitment and Employee involvement.

Table 3: Means, standard deviations, correlations and reliabilities

Vari	Mea	SD	X1	X2	X3	P1	P2	P3	P4	P5	P6	P_all	
X 1	Education level	2.76	.728	1	-.094	-	-.011	.004	.032	-.011	-.036	.025	-.005
X 2	Work experience	9.90	5.847	-.094	1	.625*	.022	.071	.127*	.056	-.076	-.089	.051
X 3	Age of employees	38.37	10.908	-	.625*	1	.012	.043	.159**	.107	.022	-.011	.124*
P 1	High-Performanc e Work System Human Resource Practice Perceptions	3.953	0.424	-.011	.022	.012	1	-.038	-.101	-.026	-.008	.069	.625*
P 2	Employee Commitments	3.964	0.552	.004	.071	.043	-.038	1	.044	.001	-.088	.070	.273*
P 3	Employee involvements	3.967	0.529	.032	.127*	.159*	-.101	.044	1	-.167**	.084	.081	.177*
P 4	Creativity	3.966	0.351	-.011	.056	.107	-.026	.001	-.167**	1	-.028	-.105	.439*
P 5	Voices	3.973	0.514	-.036	-.076	.022	-.008	-.088	.084	-.028	1	.257*	.326*
P 6	Proactive behaviors	3.977	0.395	.025	-.089	-.011	.069	.070	.081	-.105	.257*	1	.425*
P_a l	Average All	3.965	0.183	-.005	.051	.124*	.625*	.273*	.177**	.439**	.326*	.425*	1

a. * p<.05; ** p<.01 (two-tailed), b. N=319. c. CR: Composite reliability, d. α : Cronbach's α

P* <0.05

P** <0.01

P*** <0.001

The above findings indicate that while HPWS can directly enhance Employee Commitments and Employee involvements, HPWS can indirectly increase Employee Commitments and Employee involvements through the mediating effect of Employee Commitments and Employee involvements forming relational with the firm, which increases Employee Commitments and Employee involvements. It is show by multiply the coefficients of the paths from HPWS to relational positive attitude from relational positive attitude to Employee Commitments and Employee involvements. In other words, the overall relationship between HPWS and Employee Commitments and Employee involvements is the sum of (1) the direct effect of HPWS in enhancing creativity, voice and proactive behavior (2) the indirect effect of HPWS in enhancing creativity & voice and proactive behavior through the mediating effect of relational creativity & voice and proactive behavior. Using HPWS can improve the performance of their host country nationals (Bae, Chen, & Lawler, 1998). Collect survey data from this study to demonstrate the direct effect of creativity, voice, proactive behavior implementation of HPWS in promote the positive attitude, Employee Commitments and Employee involvements. Moreover, this study

shows the indirect effect of HPWS, in that HPWS can induce positive attitude formation of relational with the Employee Commitments and Employee involvements and promotes creativity, voice and proactive behavior. While recent scholars have attempted to elucidate the mechanisms that enable the effects of HPWS in promoting performance (Collins & Smith, 2006), this study contributes to the relevant literature by demonstrating the partial mediating effect of relational positive attitude , as well as increased Employee Commitments and Employee involvements in the relationship between HPWS and creativity, voice and proactive behavior. Moreover, extant research on HR practices and positive attitude is limited to theoretical discussions.

Future scholars should explore the relationship between HPWS and Employee Commitments and Employee involvement and creativity, voice and proactive behavior strategic success such as whether HPWS has different effects on firm success across different strategic objectives. The second limitation of this study concerns the lack of agreement on the exact constituents of HPWS in fact, scholars have pointed out that the elements of HPWS examined in extant literature differ from study to study (Zacharatos, Barling, & Iverson, 2005). When researchers are not certain as to what elements should be included as components of HPWS scholars cannot be sure of the exact mechanisms that drive the effects of HPWS on performance. For instance, the findings derive from the HPWS scale used in this survey may not be sustained if future scholars adopt a different scale for measuring HPWS. Lack of consistency in defining HPWS may prevent effective accumulation of knowledge from study to study.

In this respect the author is using *high performance work systems* HPWS has 15 Aspect Correlation on a holistic to analysis the aspects of the study collectively as showing in part 1. According to the results in a table which shows the views of individuals of the 15 questions in the aspects of the study in this table indicate the result to exist a high significance and Correlation coefficient for every aspect separately (assessments are equal zero (Sig= 0.000). Similarly the total value of all aspects of this study (Sum1=.625**), collectively indicated too high significance (Sig = 0.000). As showed in a **part** (1). According to the results are approving of very good aspects of the study.

Table (1): High significance and Correlation coefficient for every aspect in HPWS

significance	Correlation coefficient	Aspect1	No.
0.000 (HS)	.424**	Q1_1	1
0.000 (HS)	.500**	Q2_1	2
0.000 (HS)	.520**	Q3_1	3
0.000 (HS)	.406**	Q4_1	4
0.000 (HS)	.429**	Q5_1	5
0.000 (HS)	.407**	Q6_1	6
0.000 (HS)	.469**	Q7_1	7
0.000 (HS)	.386**	Q8_1	8
0.000 (HS)	.419**	Q9_1	9
0.000 (HS)	.485**	Q10_1	10
0.000 (HS)	.405**	Q11_1	11
0.000 (HS)	.440**	Q12_1	12
0.000 (HS)	.414**	Q13_1	13
0.000 (HS)	.567**	Q14_1	14
0.000 (HS)	.424**	Q15_1	15
0.000 (HS)	.625**	Sum1	Total

In this respect, the author is using employee commitment **5 Aspect Correlation** on a holistic to analysis the aspects of the study collectively as showing in part (2).

According to the results in a table which shows the views of individuals of the 5 questions in the aspects of the study in this table indicate the result to exist a high significance and Correlation coefficient for every aspect separately (assessments are equal zero (Sig= 0.000). Similarly, the total value of all aspects of this study (Sum2 = .273**) collectively are indicated too high significance (Sig = 0.000). As showed in a **part (2)**. According to the results approved of very good aspects of the study.

Table (2): High significance and Correlation coefficient for every aspect in the employee commitment

significance	Correlation coefficient	Aspect2	No.
0.000 (HS)	.450**	Q1_2	1
0.000 (HS)	.559**	Q2_2	2
0.000 (HS)	.693**	Q3_2	3
0.000 (HS)	.608**	Q4_2	4
0.000 (HS)	.589**	Q5_2	5
0.000 (HS)	.273**	Sum2	Total

In this respect, the author is using **Employee involvement 5 Aspect Correlation** on a holistic to analysis the aspects of the study collectively as showing in part 3. According to the results in a table which shows the views of individuals of the 5 questions in the aspects of the study in this table indicate the result to exist a high significance and Correlation coefficient for every aspect separately (assessments are equal zero (Sig = 0.000). Similarly, the total value of all aspects of this study (Sum3 = .177**) collectively are indicated too high significance (Sig = 0.000) as showed in a **part 3**. According to the results approved of very good aspects of the study.

Table 3: High significance and Correlation coefficient for every aspect in the employee Involvement

significance	Correlation coefficient	Aspect2	No.
0.000 (HS)	.626**	Q1_3	1
0.000 (HS)	.534**	Q2_3	2
0.000 (HS)	.607**	Q3_3	3
0.000 (HS)	.592**	Q4_3	4
0.000 (HS)	.512**	Q5_3	5
0.000 (HS)	.177**	Sum3	Total

In this respect, the author is using **creativity 15 Aspect Correlation** on a holistic to analysis the aspects of the study collectively as showing in part (4). According to the results in a table which shows the views of individuals of the 15 questions in the aspects of the study in this table indicate the result to exist a high significance and Correlation coefficient for every aspect separately (assessments are equal zero (Sig= 0.000). Similarly, the total value of all aspects of this study (Sum4=.254**) collectively are indicated too high significance (Sig = 0.000) as showed in a **part (4)**. According to that, the results are approving of very good aspects of the study.

Table 4: High significance and Correlation coefficient for every aspect in the Creativity

significance	Correlation coefficient	Aspect1	No.
0.000 (HS)	.343**	Q1_4	1
0.000 (HS)	.265**	Q2_4	2
0.000 (HS)	.380**	Q3_4	3
0.000 (HS)	.437**	Q4_4	4
0.000 (HS)	.423**	Q5_4	5
0.000 (HS)	.423**	Q6_4	6
0.000 (HS)	.429**	Q7_4	7
0.000 (HS)	.426**	Q8_4	8
0.000 (HS)	.394**	Q9_4	9
0.000 (HS)	.488**	Q10_4	10
0.000 (HS)	.269**	Q11_4	11
0.000 (HS)	.254**	Q12_4	12
0.000 (HS)	.362**	Q13_4	13
0.000 (HS)	.337**	Q14_4	14
0.000 (HS)	.338**	Q15_4	15
0.000 (HS)	.439**	Sum4	Total

In this respect, the author is using *voice 5* Aspect Correlation on a holistic to analysis the aspects of the study collectively as showing in part (5). According to the results in a table which shows the views of individuals of the 5 questions in the aspects of the study in this table indicate the result to exist a high significance and Correlation coefficient for every aspect separately (assessments are equal zero (Sig= 0.000). Similarly, the total value of all aspects of this study (Sum5=.326**) collectively are indicated too high significance (Sig = 0.000) as showed in a **part** (5). According to that, the results are approving of very good aspects of the study.

Table 5: High significance and Correlation coefficient for every aspect in the voice

significance	Correlation coefficient	Aspect2	No.
0.000 (HS)	.447**	Q1_5	1
0.000 (HS)	.559**	Q2_5	2
0.000 (HS)	.536**	Q3_5	3
0.000 (HS)	.560**	Q4_5	4
0.000 (HS)	.544**	Q5_5	5
0.000 (HS)	.326**	Sum5	Total

In this respect, the author is using **Proactive behaviors 8 Aspect Correlation** on a holistic to analysis the aspects of the study collectively as showing in **part 6**. According to the results in a table which shows the views of individuals of the 8 questions in the aspects of the study in this table indicate the result to exist a high significance and Correlation coefficient for every aspect separately (assessments are equal zero (Sig = 0.000). Similarly, the total value of all aspects of this study (Sum6=.425**), collectively are indicated too high significance (Sig = 0.000) as showed in a **part 6**. According to the results are approving of very good aspects of the study.

Table 6: High significance and Correlation coefficient for every aspect in the Proactive behaviors

significance	Correlation coefficient	Aspect2	No.
0.000 (HS)	.458**	Q1_6	1
0.000 (HS)	.461**	Q2_6	2
0.000 (HS)	.428**	Q3_6	3
0.000 (HS)	.366**	Q4_6	4
0.000 (HS)	.341**	Q5_6	5
0.000 (HS)	.385**	Q6_6	6
0.000 (HS)	.493**	Q7_6	7
0.000 (HS)	.457**	Q8_6	8
0.000 (HS)	.425**	Sum6	Total

Table (7)

N	One Tailed Probabilities			
	0.05	0.025	0.005	0.0005
	Two-Tailed Probabilities			
	0.1	0.05	0.01	0.001
4	0.9	0.95	0.99	0.999
5	0.805	0.878	0.959	0.991
6	0.729	0.811	0.917	0.974
7	0.669	0.754	0.875	0.951
8	0.621	0.707	0.834	0.925
9	0.582	0.666	0.798	0.898
10	0.549	0.632	0.765	0.872
11	0.521	0.602	0.735	0.847
12	0.497	0.576	0.708	0.823
13	0.476	0.553	0.684	0.801
14	0.458	0.532	0.661	0.78
15	0.441	0.514	0.641	0.76
16	0.426	0.497	0.623	0.742
17	0.412	0.482	0.606	0.725
18	0.4	0.468	0.59	0.708
19	0.389	0.456	0.575	0.693

N	One Tailed Probabilities			
	0.05	0.025	0.005	0.0005
	Two-Tailed Probabilities			
	0.1	0.05	0.01	0.001
20	0.378	0.444	0.561	0.679
21	0.369	0.433	0.549	0.665
22	0.36	0.423	0.537	0.652
23	0.352	0.413	0.526	0.64
24	0.344	0.404	0.515	0.629
25	0.337	0.396	0.505	0.618
26	0.33	0.388	0.496	0.607
27	0.323	0.381	0.487	0.597
28	0.317	0.374	0.479	0.588
29	0.311	0.367	0.471	0.579
30	0.306	0.361	0.463	0.57
35	0.283	0.334	0.43	0.532
40	0.264	0.312	0.403	0.501
45	0.248	0.294	0.38	0.474
50	0.235	0.279	0.361	0.451
60	0.214	0.254	0.33	0.414
70	0.198	0.235	0.306	0.385
80	0.185	0.22	0.286	0.361
90	0.174	0.207	0.27	0.341
100	0.165	0.197	0.256	0.324
200	0.117	0.139	0.182	0.231
300	0.095	0.113	0.149	0.189
400	0.082	0.098	0.129	0.164
500	0.074	0.088	0.115	0.147
1000	0.052	0.062	0.081	0.104

Kolmogorov-Smirnov Value=0.047, P-Value = 0.084 the sum of all data is Normal distribution.

Finally, the T-tests value computed and Standard deviation, Average Arithmetic in table (8) describes the results of T-tests value (40.098, 31.184, 32.656, 49.161, 33.837, 44.131 and Total all T. Value (94.231) respectively, and each value of T-test computed is higher. (The Total all Standard deviation 0.183 at the level significant is less than 0.05, $Sin = 0.000$). In conclusion the most important result is a rejection of the hypothesis, (no affect the application of international accounting standards directed towards fair value and the corresponding standards the reliability and acceptances the alternative hypothesis, (there is affect the application of international accounting standards directed towards fair value and the corresponding standards the reliability and dependability. The author argues that through the good results of statistical analysis could benefit from this remark conclusion in the areas of applications.

Table (8): T- value computed and Standard deviation, Average Arithmetic

The value of probabilistic	T. Value	Standard deviation	Average Arithmetic	ASPECTS	T
0.000 (HS)	40.098	0.424	3.953	part 1	1
0.000 (HS)	31.184	0.552	3.964	part 2	2
0.000 (HS)	32.656	0.529	3.967	part 3	3
0.000 (HS)	49.161	0.351	3.966	part 4	4
0.000 (HS)	33.837	0.514	3.973	part 5	5
0.000 (HS)	44.131	0.395	3.976	Part 6	6
0.000 (HS)	94.231	0.183	3.965	All	Total

T. Value = 1.96

Interestingly, the values of standard deviation in the table are (0.424, 0.552, 0.529, 0.351, 0.514, 0.395 and Total All standard deviation 0.183) respectively. As explained above, the all of them value of standard deviation is indicating the existence of harmony clears and the lack of variation between individual respondents to answer questions survey questionnaire. We can observe, the results indicate that sample individuals are the existence of a large harmony and lack of contrast between the respondents' answers to questions about the affect the application of international accounting standards directed towards fair value and the corresponding standards information on the susceptibility of the understanding in the financial reports .

Results and Discussion

The findings considered to relate to the association between HPWS practice and overall organizational behavior as well as employee performance with the perception of Positive impact on employee commitment and self-reliance.

The results of this study show that the majority of the respondents (52.6% agreed) and (27.5% strongly agree) that HPWS practice is fully dependent on high performance human resource practice perception as related to business strategy and organizational behavior. On the other hand, (2.4% strongly disagree) and (7.5% disagree) with above statement; moreover, 10% of the respondent was neither agrees nor disagree with the variable, they additionally emphasized that the effect of HPWS is positively significant with workforce productivity in companies adapting high performance human resource and rating higher than those fail to implement adequate high performance work systems. The participants also responded to another HPWS variable, which has a positive and significant association with job satisfaction, organization behavior and work effort. Therefore, participants emphasized that HPWS effectiveness is important in order to have positive performance in organizations.

The participants in this research responded to the variable, which focused on the role of organizational support as a moderator of organizational behavior and employee commitments. The survey indicates 51.7% of participants agree and 28.7% strongly agree that employees are committed to organizational performance in which HPWS is fully dependent on. At the same time 8.7% strongly disagree, 2.0% disagree that employees committed to their organization, while 9.0% of participants were undecided. However, the variables turned out significantly influence other variables and considered dependent variables, as it is indicate that HPWS is considerably associated with the overall organization, its performance, behavior and Positive issues. The results also show that the majority of the participants were convinced that their organizations incorporated the respective HPWS in a reliable way, by recognizing organizational behavior and employee expectations.

High performance work system depends on employee involvement as well. In this study, 53.2% of participants agree and 27.6% strongly agree that their views have taken under consideration, they well respected by their supervisors and they are given the opportunity to express their opinion in organizational decision-making process. On the other hand, 7.5% strongly disagree and 2.1% disagree with statement. Furthermore,

9.5% of participants neither agree nor disagree as they took neutral position on this matter. In this study, employees identify themselves with the organization and its goals and want to stay as a member of the organization.

As indicated in literature review, 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 often viewed as essential in talent management. Based on this survey, 51.6% agree and 28.6% strongly agree that creativity has been essential part of the HPWS in the organization; therefore, employee creativity well respected in the workplace leading to employee commitment and increase organizational performance. However, 8.3% strongly disagree and 2.0% disagree with the mentioned statement as well as 9.5% remained neutral indicating that manager and supervisors may not be in contact with all employees to lesson to their grievances.

Employee voice simply described as employee rights and abilities directly influence the activities 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. As indicated in this study (49.9% of participants agree) and (30.3% strongly agree), voice of employees contribute to HPWS and employee commitment resulting in high quality performance in the organization. In the meantime, (8.8% strongly disagree) and (2.2% disagree) with questions relating to Voice, additionally (8.8% stayed neutral) on this issue. Disagreement perhaps indicates communication flows and a strong connection between voice and relations.

As stated in literature review, 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 what 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. In this survey as questions regarding proactive behavior presented to employees, 51.7% agree and 28.9% strongly agree that proactive behavior has allowed them to be committed to their duties as HPWS created environment for employee creativity and involvement. On the other hand, 8.3% strongly disagree and 1.6% disagrees with organizational proactive statements, as 9.5% remained neutral for this section. The impact of HPWS depends on creating an environment to promote and motivate employees input regarding the organizational performance.

It is important to report that all the hypotheses statements confirmed in this study. It has been found that the impact of high performance work systems is quite strong and contingent while trying to construct a relevant business strategy by developing high performance work system to impact employee commitment that require employee involvement and creativity for an effective organizational performance. Moreover, it has been indicated that employees' output in the sense of perceiving how organizations implement high performance work systems is of crucial importance to affect their overall commitment self sufficiency in a strategic human resource management. The role of organizational support as a relevant moderator of organizational behavior and employee outcomes has found extremely important in exploring the overall positive effect of high performance work systems on modern organizations.

Conclusion

This study explored the impact of high performance work systems on employee commitment and Involvement in leading to self sufficiency in a strategic human resource management resulting in a positive organizational performance. Quantitative research methodology was selected to obtain relevant data from a sample consisting of 319 participants (employees and managers in different KRG organizations). A properly structured survey was administered to the participants online, and their response rate was rather high which increased the study reliability and validity indicators. The study found that high performance work systems were positively associated with improving employee perceptions on employee commitment, employee Involvement, employee voice and proactive behaviour in companies with a well developed strategic human resource management system.

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Appendix 1

question	Points					
	SD	D	N	A	SA	
PART 1: High-Performance Human Resource Practice Perceptions	1	2	3	4	5	
1. Applicants for this job take formal tests (paper and pencil or work sample) before being hired	6	16	27	193	77	
2. Applicants for this job undergo structured interviews (job related questions, same questions asked for all applicants) before being hired	0	25	32	173	89	
3. Associates in this job are involved in formal participation processes such as quality improvement groups, problem solving groups, or roundtable discussions	7	18	37	178	79	
4. Associates in this job have a reasonable and fair complaint process	23	18	33	151	94	
5. Associates in this job have the opportunity to earn group bonuses for productivity, performance, or other group performance outcomes	11	26	35	187	60	
6. Associates in this job have the opportunity to earn individual bonuses (or commissions) for productivity, performance, or other individual performance outcomes	6	14	35	199	65	
7. At least once a year associates in this job receive a formal evaluation of their performance	2	32	28	149	108	
8. Associates in this job regularly receive formal communication regarding company goals and objectives	8	28	33	158	92	
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	7	26	25	165	96	
10. Pay raises for associates in this job are based on job performance	7	32	27	161	92	
11. Qualified associates in this job have the opportunity to be promoted to positions of greater pay and/or responsibility within the company	15	22	31	152	100	

12. Associates in this job are allowed to make important work related decisions such as how the work is done or implement new ideas	8	29	36	169	77	
13. The company hires only the very best people for this job	7	23	35	175	80	
14. Total pay for this job is the highest for the type of work in the area	5	29	29	150	106	
15. On average, how many hours of formal training do associates in this job receive each year	3	23	35	156	102	
Total Respondents	115	361	478	2516	1317	4787
Percent Respondents	2.4%	7.5%	10.0%	52.6%	27.5%	100%

Appendix 2

PAR 2 :Employee Commitments	1	2	3	4	5	
16. I am willing to work harder to help this company succeed	7	21	35	174	82	
17. I am proud to work for this organization	2	35	23	155	104	
18. I feel a strong sense of belonging to this organization	6	28	29	164	92	
19. I would refer a friend to come work at this organization	10	23	26	163	97	
20. Overall, I am satisfied working at this organization	7	31	30	168	83	
Total Respondents	32	138	143	824	458	1595
Percent Respondents	2.0%	8.7%	9.0%	51.7%	28.7%	100%

PART 3: Employee involvements	1	2	3	4	5	
21. In my opinion, outcomes from employee involvement and teamwork (e.g. team based pay, group based recognition) are fair	4	17	34	187	77	
22. In my opinion, procedures used to ensure employee involvement in decision- making are fair	2	28	28	164	97	
23. My supervisor treats people with honesty, respect and dignity during team briefings or any other employee involvement meetings	5	22	31	173	88	
24. Employee involvement schemes (such as teams and quality circles) are systems that provide opportunities to appeal or challenge decisions	17	23	28	156	95	
25. I am provided with reasonable opportunities to express new ideas, concerns or get involved in decision making	6	30	31	169	83	
Total Respondents	34	120	152	849	440	1595
Percent Respondents	2.1%	7.5%	9.5%	53.2%	27.6%	100%

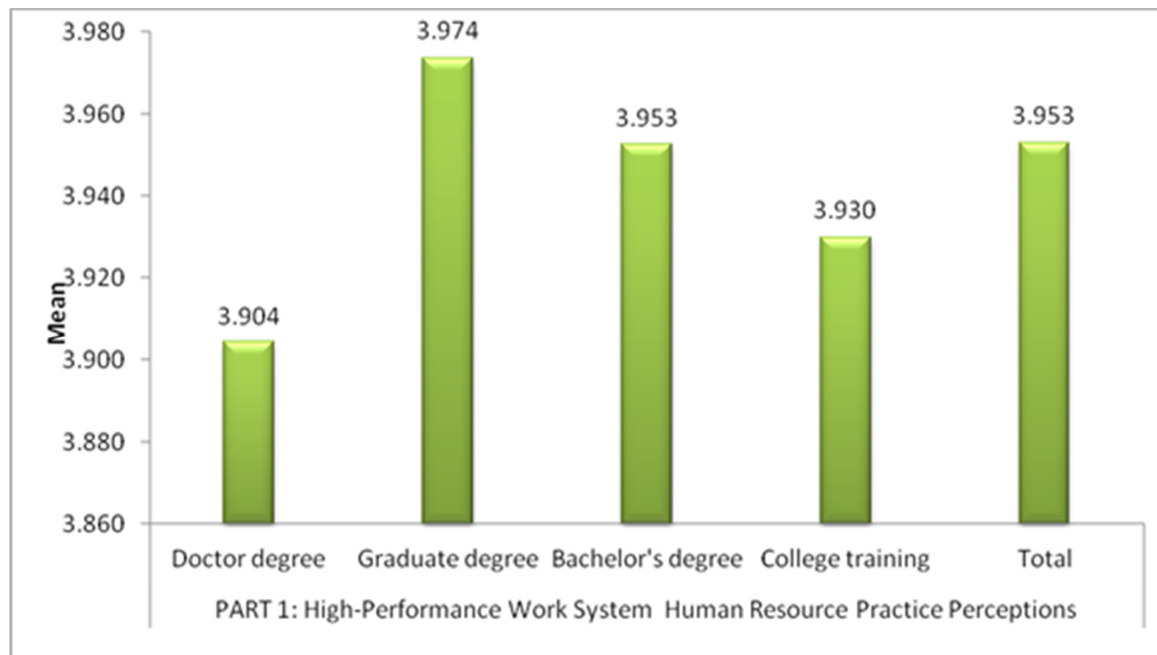
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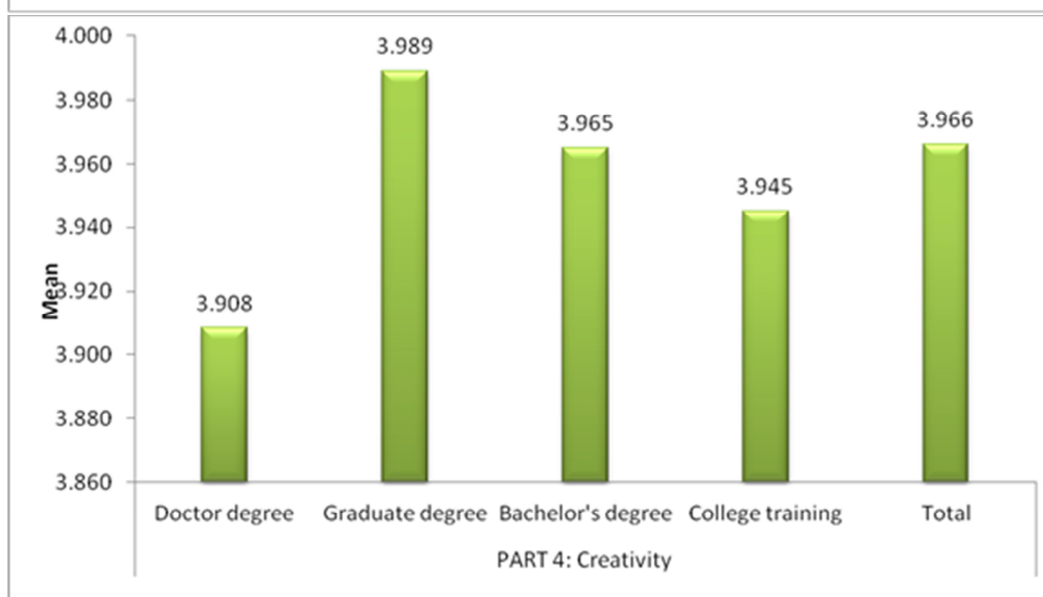
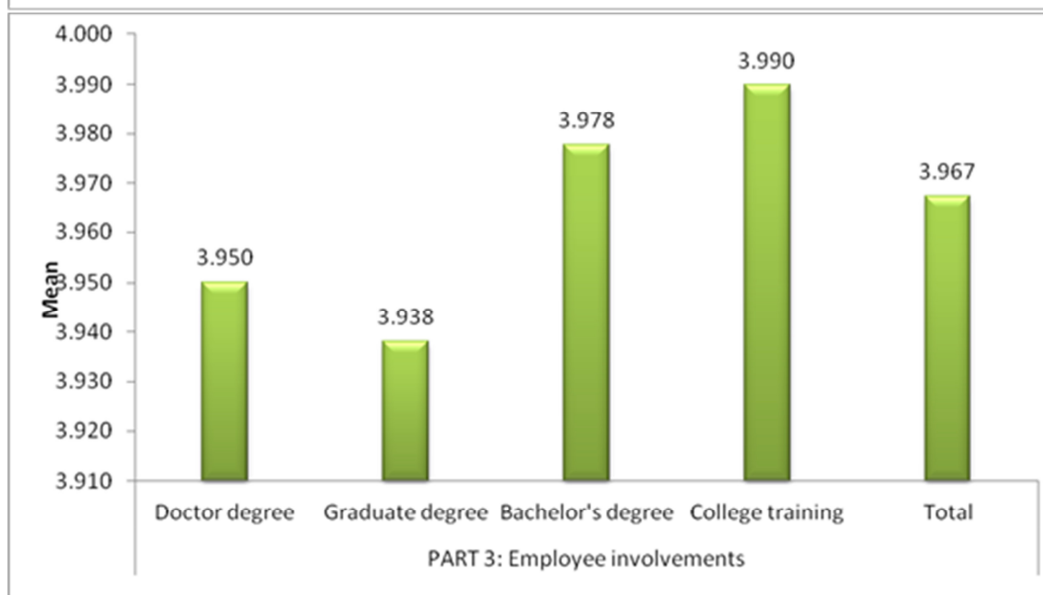
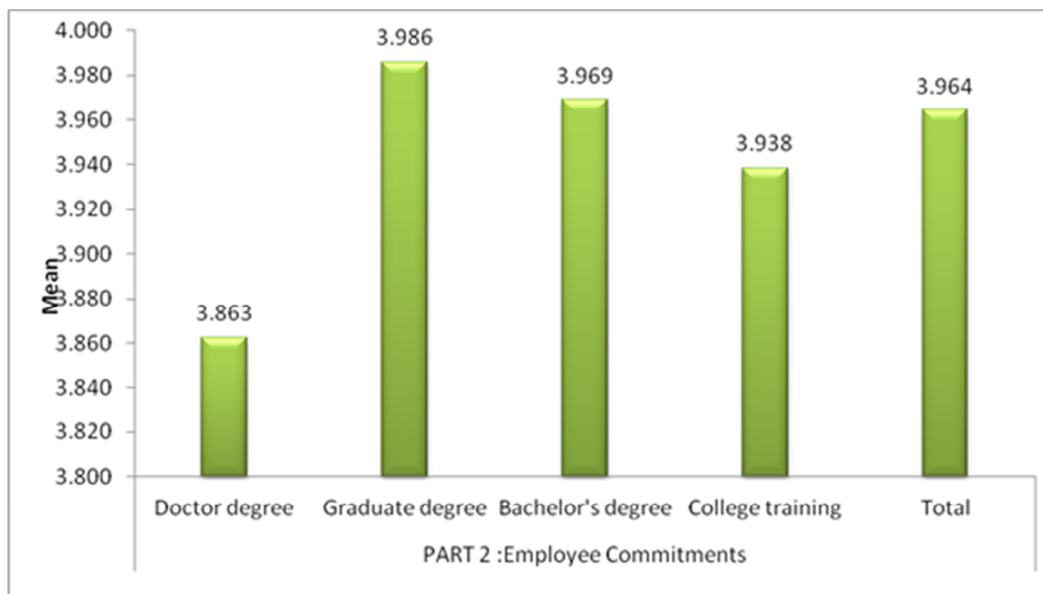
PART 4: Creativity	1	2	3	4	5	
26. Demonstrated originality in hid her work	5	14	36	197	66	
27. Took risks in terms of producing new ideas in doing job	2	32	26	154	105	
28. Found new uses for existing methods or equipment's	7	29	35	154	92	
29. Solved problems that had caused other difficulty	7	25	24	165	98	
30. Tried out new ideas and approached to problems	7	32	30	163	87	
31. Identified opportunities for new products/processes	15	20	31	154	99	
32. Generated novel, but operable work-related ideas	8	29	37	164	81	
33. Served as a good role model for creativity	6	25	35	174	79	
34. Generated ideas revolutionary to our field	4	27	29	150	109	
35. In my opinion an individual's creative ability is respected in this organization	5	24	34	159	97	
36. People in this organization are rewarded for creativity and innovation	5	23	31	179	81	
37. New ideas are always encouraged and rewarded in this organization	1	35	22	158	103	
38. The best way to get along in this organization is to think the way the rest of the group thinks	6	29	27	164	93	
39. People in this organization generally feel challenged by their work	10	22	26	164	97	
40. There is free and open communication within this organization	7	32	31	167	83	
Total Respondents	95	398	454	2466	1370	4783
Percent Respondents	2.0%	8.3%	9.5%	51.6%	28.6%	100%
PART 5: Voices	1	2	3	4	5	
41. This individual develops and makes recommendations concerning issues that affect this work group	2	30	27	152	108	
42. This individual speaks up and encourages others in this group to get involved in issues that affect the group	7	30	33	160	89	
43. 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	6	27	24	163	99	
44. This individual keeps well informed about issues where his/her opinion might be useful to this work group	5	33	26	166	89	
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	15	20	31	155	98	
Total Respondents	35	140	141	796	483	1595
Percent Respondents	2.2%	8.8%	8.8%	49.9%	30.3%	100%

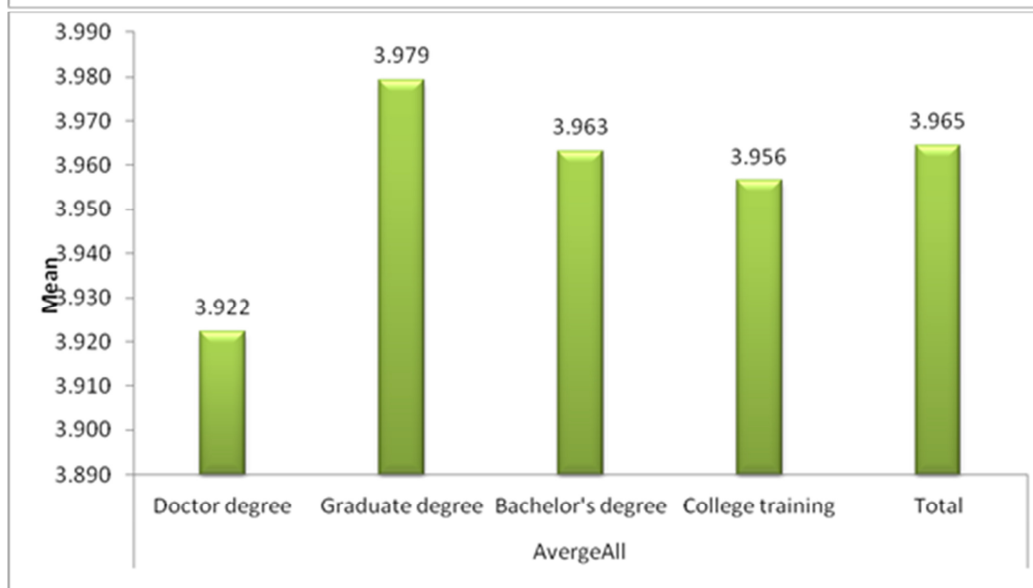
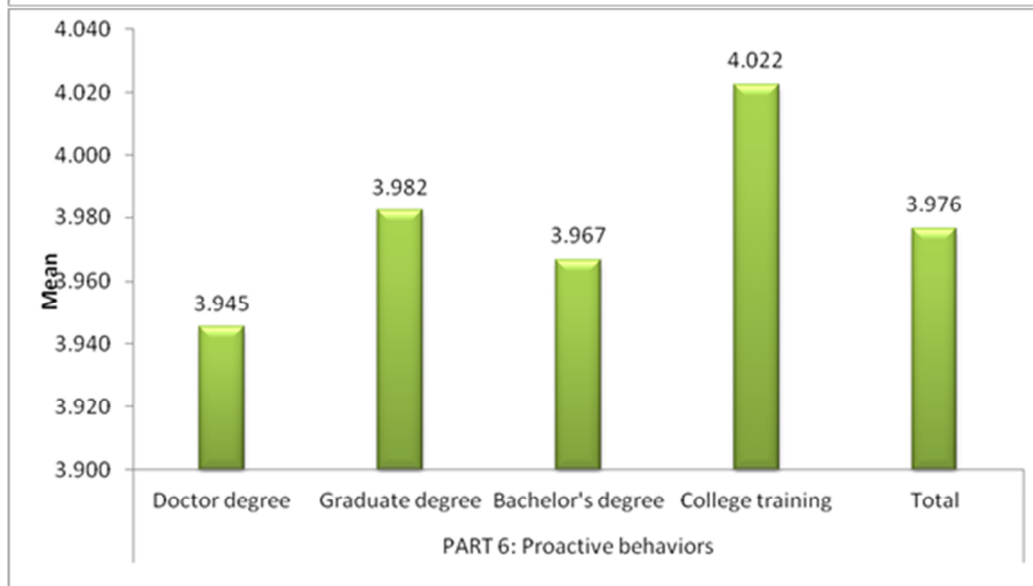
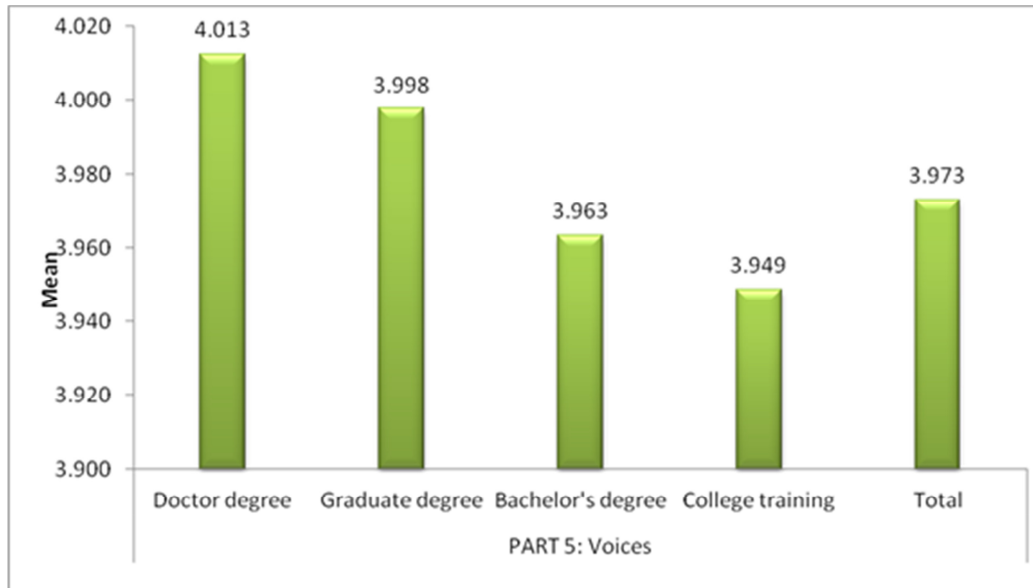
Appendix 4

PART 6: Proactive behaviors	1	2	3	4	5	
46. After attaining a goal, I look for another, even more challenging goal	8	29	37	165	80	
47. When things are wrong, I search for a solution immediately	6	24	36	173	80	
48. I take risks because I feel fascinated because of the challenges of the job	4	27	27	155	106	
49. I actively attack problems	3	25	33	160	98	
50. I often look for opportunities to develop new skills and knowledge	4	21	32	184	78	
51. I tried to adopt improved procedures for doing my job	1	34	24	155	105	
52. I tried to correct a faulty procedure or practice	6	31	29	163	90	
53. I tried to introduce new structures, technologies, or approaches to improve efficiency	10	22	25	164	98	
Total Respondents	42	213	243	1319	735	2552
Percent Respondents	1.6%	8.3%	9.5%	51.7%	28.9%	100.0%

Charts







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