

Understanding High Performance Work System (HPWS) as Related to creativity and Job Engagement in Kurdistan and Canada

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Abstract

To understand the high performance Work system, the study determined the impact of high performance system in the organizational setup in Kurdistan and Canada. The research was quantitative in nature where participants were selected randomly from the different companies in Kurdistan and Canada. A total of 318 (Kurdistan) and 293 (Canada) data was collected where analysis was conducted with the SPSS 21. The study found out that there is a significant strong positive relationship between Human resource practices and creativity with the Pearson correlation coefficients $r = 0.903$ with the p -value <0.01 . On the other hand the study found out that there is negative relationship between human resource practices and job engagement. The interaction effects of the high performance work systems human practices and the job engagement, organizational identification, and creativity was significant with the p -value <0.01 .

Keywords: High performance, organizational performance, workplace system

Introduction

The goal of this investigation is to appraise the Impact of High Performance Work System (HPWS) on organizational identity, job engagement, and creativity, in Kurdistan and Canada. High performance in the workplace is related or correlated to the employees' satisfaction (Rogg et al., 2001). They went further and stated that there is significant relationship between employee satisfaction and the customer satisfaction thus increased loyalty and improved performance of the organization (Rogg et al., 2001). According to the Harter et al., (2002) and Meyer et al., (2001) job satisfaction and organizational identity are positively correlated and are very important measures of the performance of the workplace and organization in Kurdistan and Canada. Job satisfaction is the degree of association that workers feel towards the company they work for (Pontefract, 2013). However, measuring improved managerial routine, principally in regard to HR improvement is difficult and much of the research developed around HPWS often changeable and lacking HR enhancement (Zhang, Fan & Zhug, 2014). However, typical definitions include a focus on speculation in public, member of staff empowerment, high-quality communication system, routine organization, justice in setting disburse, endorsement on the appearance of merit, work safety, and low rank differential, (Demirbag, Collings & Tatoglu, Mellahi, & Wood, 2014). High-Performance Work Systems are superficial to build value for an organization by dropping costs, humanizing productivity, as well as create value for human resources. on the other hand, measuring better organizational performance, predominantly in regards to human resource development is easier said than done and to a great extent of the research developed around High-Performance Work Systems often changeable and lacking HR improvement (Zhang, Fan & Zhug, 2014). Presently, there is no agreement on a meaning for HPWS; though, typical definitions include a center of attention on investment in people, employee empowerment, high-quality communication systems, performance management and equality in setting pay, encouragement on the appearance of value, job security, and low status differentials in Kurdistan and Canada (Demirbag., Collings., Tatoglu, Mellahi & Wood. 2014).

An employee's commitment depends on fairness in the workplace by the management, concerns for the employees and trust between the employees and the management. Therefore this study will focus on how creativity, job engagement, Organizational Identification affects the high performance works system between companies in Kurdistan and Canada.

Purpose of the study

The majority important of this study is to decide the impact of high performance Work system, job engagement, Organizational Identification, and creativity its impact on organizational and workforce performance in the organizational setup in Kurdistan and Canada.

Research Problem

Lack of high performance work systems, in organizations, reduce receptiveness to change and creates barriers for improvement and workplaces concentrate on human resource practices and creativity, Organizational Identification, job engagement, and the majority highly employee involvement in organizational strategy.

Most organizations and workplaces concentrate on human resource management as an internal fit where all the human resource practices are usually integrated to form a coherent system which is usually mutually supportive and helps the organization to achieve its goals and objectives (Delery, 1998). For the organizations to achieve the high performance work system they must ensure that they maintain the internal consistency of the human resource practices and ensure that the employee's views and opinions are taken into consideration.

Nowadays organizations should ensure that the take into consideration of for the organization In other words, the argument is that internal consistency should be According to Baron and Kreps, (1999) and Delery, (1998) highlighted that the organizations must ensure that they maximize the internal consistency of the human resource practices. It is also evident that some HR practices in the work place work in different directions or it is affected by different themes which are affected the employees Creativity.

Research objectives

The following objectives of the study will be employed:

- 1) To determine the factors that affects the high performance system in the workplace.
- 2) To determine the relationship between job engagement perceptions, organization identification and the high performance system in the organization.
- 3) To find out the relationship between the creativity and organization identification, job engagement in the organization.
- 4) To find out the comparisons of the factors related with the high performance system in the workplace in Kurdistan and Canada.
- 5) To find out the interactions between high performance work system variables and other variables in the study.

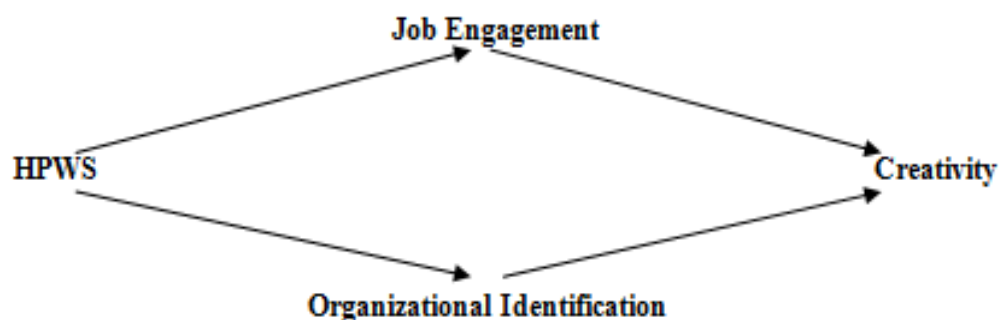
The researcher will calculate the questions underneath to obtain the objectives listed above:

- 1: Based on obtainable literature, how can HPWS are most excellent clear including reasonable examples of best-practices?
- 2: What is the mechanism between HPWS and member of staff outcome?
- 3: What is the relationship between, Job Engagement and Creativity?
- 4: know how to HPWS get better employees' plan performance, such as creativity, organization identification and job engagement?

Research model

Demonstrates that HPWS will result in human resource improved organization identification job engagement which will be demonstrated by the results of improved creativity communication performance of employees.

Figure modeling: 1



Literature Review

Human resource practice in the organization is very important because it helps the work system to have high performance. Therefore it is important for the management to maintain the internal consistency in HRM which is usually affected by the reality of strategic tensions in organizations because of the competing interests of the different stakeholders in the company who play a major role in running the organization (Boxall and Purcell, 2003). Some of the human resource practices that improve the performance of the system and should be embraced in the organization include the use of the team-based organizational structures which take into consideration of the individual workers, problem-solving groups, strategies for enabling better communication

that will help the employees and management to communicate effectively and solve the issues affecting them (Lawler et al., 1998). The paraphernalia should be proficient to show special systems profit the organization, principally in key areas such as job engagement, organizational identification and creativity.

Sub-dimensions of high performance Work system, as define by Oladapo and Onyeaso (2013), are organizational and job environment human resource practices and merit-based HR estimate. The sub-dimensions of high performance Work system enable the human resource management to grow elements of the system that are integrated into the processes of HR without necessarily changing all of the HR practices in a particular achievement. Policy based practice make possible the organization to put into operation the unusual sub-dimensions and define computable criteria for the estimation of this particular human resource system for their organization. Akin to other human resource theory and systems, high performance Work system, modifications enable an organization to utilize the aspects that best fit their in progress methods of action.

Job Engagement

The Job engagement is distinct because an individual's energetic involvement in an organization by means of their special power and personality, as definite by their attitude and transfer into efficiency, which allow a nearer correlation between an organization and the personality include potentially obligation (Rich Lepine & Crawford 2010). The characteristic of member of staff behavior is also referred to as work engagement or employee engagement, and is perceived to be directly related to satisfaction, performance, attitude, and probably employment on top form (Rich Lepine & Crawford 2010; Moura Orgambidez-Ramos & Gonçalves 2014; Moreland, 2013). The association between job engagement and performance have known this particular aspect of organizational learning a significant importance to researchers, organizations to advantageously situation all possessions, including human resources and reduce costs from first to last greater than before performance.

Organizational Identification

Identification is an facet of culture, which view at the same time as how individuals see themselves, others, and the organization as fraction of personality and collection identification. This conjecture of relations is urbanized based on social individuality theory and focus on how individuals can expand the association with the organization through identification of ordinary principles and behaviors (Glavas, & Godwin., 2013). aspect of organizational identification comprise shared identity, organizational relationships and mental bond with the organization and additional employees (Korschun, Bhattacharya, & Swain, 2014). Organizations use organizational identity to generate productive job environments, to decide if novel hire a good fit for the organization, and to arrangement communications to add to the power of exact behaviors. Some investigate suggests that organizational identification directly influence customer and customer services (Korschun., Bhattacharya, & Swain., 2014).

Creativity

Employee creativity is a necessary aspect of employee problem solve, due to the importance of evaluating a situation for up-to-the-minute solutions, rather than solitary solutions. In adding, employee creativity can be an important fraction of alter management, and is frequently view as essential in aptitude management. The thought of creativity as an feature of organizational enlargement and strength has be considered as the not on time 1900s (Gong, Huang, & Farh, 2009). Creativity is as well evaluated in regard to side environments, anywhere creativity is perceived to have a straight association with problem solving, communication, and job complexity (Jia, Shaw, Tsui, & Park, 2014).

The above mention HR practices also help the organization to improve and increase the employee commitment and retention and hence increased productivity among the employees and the work system (Shaw et al., 2005). HRM is composed of the policies, practices, and system that power employees' behavior, attitude, and performance (Noe, Hollenbeck, Gerhart, and Wright, 2007). Present be four top models of HRM such as, (Fombrun., Tichy and Devana Model, HRM), the (Harvard Model of HRM, the Guest Model of HRM), and the (Warwick Model of HRM, Bratton and Gold, 1999). Absent of these models, Guest Model of HRM is careful to be a great deal better than additional models (Aswathappa, 2008). HR practices on organizational performance and employee attitudes have be a most important area of research in the developed world for years (Delaney and Huselid 1996); (Huselid 1995);(Katou and Budhwa 2007); (Petrescu Simmons 2008). other than surprisingly, extremely limited number of studies have been conduct on HR practices in the background of developing countries in universal (Schuler, as cited in Budhwar and Debrah. 2001, Sing, 2004; Yeganeh & Su 2008).

The Arguments and Hypothesis

Lack of high performance systems in organizations decrease receptivity to adapt and create barrier for development and creativity, message, job engagement, and the majority importantly employee involvement in organizational plan. The follow hypothesis determination indicates the positive relationship in the middle of the

HPWS mechanism as related to Job Engagement, Organizational Identification and Creativity. These correlation make significance for the organizations and its employees by plummeting cost because 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 with the intention of may directly power the overall achievement of the organization and its strategy. In arrange to create in employees, employers have to create environments with the intention of promote employee input concerning the operational environment, and in additional areas of the organization, which power not be characteristic employee areas of communication or involvement and creativity split the connection to engagement by the increase in employee involvement. The following hypotheses determination exist generated:

Hypothesis 1: in attendance is a significant relationship between HPWS and Job Engagement (2a) and Organization Identification (2b).

The HPWS may guide to the development of psychological relations between firms and employees by structure Job Engagement norms of reciprocity (Arthur., 1994; Pfeffer., 1994). The factors of HPWS investigated organizational identity and job engagement, is a workplace advance planned to make sure that employees are committed to their organization's goals and standards, aggravated to provide to directorial accomplishment, and gifted at the identical occasion to get better their possess sense of well-being. William Kahn provided the primary formal definition of job engagement as the harnessing of organization members' self to their work role; in engagement, people employ and express themselves in fact, cognitively, and expressively throughout role performances, (Kahn, 1990) consequently, we take for granted that a physically powerful organizational identity has a optimistic influence on HPWS, and Job Engagement regarding the organizational objectives. Based on the above argument the following hypothesis will draw:

Hypothesis 2 : in attendance is a significant relationship between HPWS and creativity in the organization.

Job Engagement can expand the positive attitude and association between HPWS with creativity is the do something of turning novel and imaginative thoughts into realism, and these practices can make the kinds of discretionary behaviors that guide to better appearance, plainly situate, workers who consider diagram and implement workplace and procedure change are engaged employees, and anticipatory serving are practical behaviors directed toward a compilation of aim. specified in collaboration of these practical behaviors can contribute to Job Engagement we wait for that, in universal, employees who Rather than just assuming that practical behaviors are always linked with HPWS evaluations, it is important to look at the conditions beneath which supervisors assess practical behaviors as contributing to overall performance ((Grant, and Ashford, 2008)).

Hypothesis 3: Job Engagement is a significant relationship between HPWS with creativity in the organization.

Implementation of this organizational individuality system, determination guide to a rough classification by means of the organization, (Barney, & Stewart, 2000) For case in tip, organizational employees the association between HPWS by means of creativity, or some other configuration of characteristic Characteristics in relation to those of as good as group, are likely to information strong level of organizational identification (Ashforth, and Mael, 1989). Organizational identity be the basic, character, and enduring base of a combined organizational scheme, it can improve the organizational effectiveness and performance and can do something as a frame mechanism for organizational choice creation, (Albert, & Whetten, 1985); (Barney, & Stewart, 2000). These particular effects hold back the association in achieve its objectives. (Barney, and Stewart, 2000) observe organizational identity the correlation connecting HPWS with creativity. This determination eventually guide to additional value for the organization. For that cause, the following hypothesis has been unspecified.

Hypothesis 4: Organization Identification is a significant relationship between HPWS with creativity in the organization.

Hypothesis 5: There is no significant difference between high performance work systems in the two countries.

Research Design, Method

Research methodology is a systematic approach which helps the researcher to determine and solve the research problem in question. It is therefore very important for the researcher to determine the appropriate research methods so that he can be able to solve the study problem appropriately. The design process, the approach to be adopted in the study, types of data sources and the research instruments should be defined and discussed in details so that the researcher understands the process and determines the research question with minimum challenges.

Quantitative and qualitative methods are the most commonly methods used by researchers in various

fields in order to answer the study questions. Dawson (2009) in his study indicated that the numerical statistics are usually carried out in the research using the well-structured questionnaires in quantitative research. On the other hand qualitative methods enable the researcher to obtain in-depth information from the study participants so that to come up with decisive conclusion about the research findings.

Deductive approach is very important approach because it helps the researcher to test the hypotheses and find the relationship or association between the variables in the study (Mertens, 2010). Quantitative research is also very important because it is accurate and enables one to come up with the research finding that reflects the study population simply by generalizing the results using the study samples easily (Vanderstoep & Johnson, 2009). They went further and indicated that the research results from the quantitative research are generated objectively since data collection and analysis is conducted in quantitative nature.

According to Vanderstoep & Johnson, (2009) in their study they highlighted that qualitative research are important when conducting research on the behaviours, attitudes and motivation of the study participants since it enables the researcher to obtain in-depth information and observation which are very important in determining phenomena which cannot be measured quantitatively. Mack et al (2005) agreed that qualitative method collects specific information about a certain phenomena under study such as opinions, behaviours, values, and social contexts of focus group.

Therefore both qualitative and quantitative method will be employed because of two reasons. Firstly, the data collected from interviews contain both qualitative data i.e. narratives and quantitative data i.e. numbers. Secondly, the analysis will begin in the process of interviews and after data are collected. Data collected from those interviews are considered as primary data.

Questionnaires used in the interviews will be designed to best support the research objectives and suit the interviewees. Content of the interviews will be exactly memorised by careful recording. SPSS 20 programme will be used to calculate the results needed.

Sample participants

The current study surveyed employees in large companies and service industries in Ottawa Canada and Kurdistan North of Iraq. Participants were registered employees from the Face-to-face inter-views, telephone interviews, and e-mail communications were conducted with HR managers and line managers for explain the data collection procedure and to persuade them to participate. A representative from the HR department was responsible for distributing and collecting questionnaires from employees. Employees completed the questionnaires during breaks at work or at home and returned them in a sealed envelope to their employer's HR department. The survey for this study was developed in English. For the administration of this survey in Kurdistan North of Iraq, characteristic translation, and back translation procedures were followed to convert the language to traditional and simple Kurdish using bilingual experts. The respondents answered questions related to HPWS, Human resource practice, Job Engagement, Organization Identification, creativity, voice, and proactive behaviours. Follow-up telephone calls were made to the HR managers to improve the response rate. Subordinate in 21 companies, including 450 questionnaires to 9 Companies in Ottawa Canada and 680 surveys to 12 companies in Kurdistan North of Iraq respectively. The number providing usable and complete questionnaires was 611, including from Canada, 293 questionnaires were filled and returned. On the other hand the responses of Kurdistan North of Iraq 318 participant return. The total answer rate for this study was 54.24%.

Data collection

Researchers in the business economic and management studies across the globe, this is because the advantages of using the questionnaire out way other forms of data collection such as interview schedules. Questionnaires can be easily conducted and are not time consuming hence they are often used in the study. It is also important to note that questionnaires takes amount of time to organize it and make efforts on how it can be administered to the study participants (Pedhazur and Schemelkin, 1991). Because of the limited time and resources questionnaires have been helpful since it enables the researchers to conduct their study easily without any difficulty whatsoever because it can be administered in various ways. Researcher administered questionnaires refers to the process where the researcher is able to administer the questionnaire him/herself to the participants. Apart from the above method self-administered questionnaires are widely used since the researcher delivers the questionnaire to the participant by hand, mail, or internet. Using this method the researcher will make arrangements with the participant on how to get the questionnaires and how the researcher will follow up to make sure that the study subjects answers the questions and how they will return it to the researcher. Apart from the method being easy to be administered, questionnaires enables the participants to give honest answers regarding the study, ensures anonymity of the research subjects. Anonymity enables the participants to use codes in the study rather than their names thus giving them the freedom to participate in the study freely and honestly since they know that the information will be kept confidential between the researcher and him/herself making reliability of the questionnaire to be high. Questionnaires also make the participant to feel comfortable since he

has the room and freedom to give the response that he deems to be proper. The questionnaires are very important because of the high response rates as compared to other methods of data collection.

Data from this study will be collected using the semi-structured questionnaire which will be used after the questionnaire has been tested during a pilot study, so that to determine if it was achieving the study objectives. The questions were relevant and able to obtain the set study objectives. The questionnaires will be designed such that socio-demographic factors of the participants are captured first followed by the questionnaires related to the study objectives. Questionnaires relevant to answer and find out of the impact of the high performance work system.

The likert scale will also be used to measure the responses impact of the high performance work system where strongly agree, agree, neither, disagree and strongly disagree responses will be used.

Validity and Reliability

The external validity of the results of the study refers to the extent to which the results obtained from the study can be applied to beyond the study that is the results can be used by countries to improve the performance of the organizations or work systems. External validity of the study helps the researcher to defend the research method he applied to the study and if the method is appropriate and can be applied in other studies. The results of the study will be generalized because the study is a case study approach which applied positivism and interpretive approaches.

Reliability of the study refers to the extent to which the results of the studies can be replicated or used in another study using the same research methods and approaches in a different area. The reliability of the study depends on how the findings of the results will be analyzed and interpreted so that they can make meaningful results and reflect that the study is original. Although Marshall and Rossman (1999) have argued that replicating the results of a qualitative studies is very difficult since the data of the study was collected at the time the study was conducted and hence the changes might have occurred due to the change in situation. It is important to understand that replicating the results is difficult because it is important to determine the data collection methods which will be applied in the study.

Measures

High performance work system- human resource practices index:

Individual variables of the high-performance work system human resource practices in this study was combined to form the high-performance work system that was used to conduct the bi-variate correlation analysis (Delery and Shaw, 2001). This was supported by Becker and Huselid (1998) who highlighted that combining the individual variables of the high-performance work system human practices is the appropriate measure. The individual high performance work system human practices were measured in a likert scale with the 1- strongly disagreed. 2- Disagreed. 3- Undecided/ neither agreed nor disagreed. 4- agreed, and 5- powerfully agreed. The dependability psychoanalysis of the 15 individual variables was conducted and the cronbach's alpha was > 0.7 (0.716) which means that the variables are reliable.

Job engagement:

The variable job engagement was measured by combining all the individual variables of the job engagement that was used to conduct the bi-variate correlation analysis (Delery and Shaw, 2001). This was supported by Becker and Huselid (1998) who highlighted that combining the individual variables of the job engagement is the appropriate 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 reliability analysis of the 12 individual variables was conducted and the cronbach's alpha = 0.397. The mean of job engagement from the study was 3.9 in both countries indicating that majority of the participants agreed about the variables related to job engagement.

Organizational identification:

The variable organizational identification measured by combining all the 24 individual variables of the organizational identification that was used to conduct the bi-variate correlation analysis (Delery and Shaw, 2001). This was supported by Becker and Huselid (1998) who highlighted that combining the individual variables of the organizational identification is the appropriate measure. The individual 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 psychoanalysis of the 24 individual variables was conducted and the cronbach's alpha = 0.459.

Creativity:

This variable was found by combining the individual variables of the creativity that was used to conduct the bi-

variate correlation analysis (Delery and Shaw, 2001). The individual 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 reliability analysis of the 12 individual variables was conducted and the cronbach's alpha = 0.626.

Control variables:

The control variables in this study included gender (1- male and 0 – female), work experience and age of the employees.

Data analysis and Result

This section of the study provides analysis of the data collected from the study participants. The data will be analyzed using descriptive statistics, Independent t-test, correlation analysis and Multivariate analysis.

Out of 450 employees selected from Canada, 293 questionnaires were filled and returned. The response rate in Canada was 65.3%. On the other hand the 318 participants out of 680 filled the questionnaires and returned them the response rate of Kurdistan North of Iraq was 46.9%. The total response rate for this study was 54.24%.

Demographic information

Table 1: Gender and education level of the study participants

		Country		Total
		Kurdistan	Canada	
Gender	Male	197 (32.3%)	183 (30.0%)	380 (62.4%)
	Female	120 (19.7%)	109 (17.9%)	229 (37.6%)
Total		317 (52.1%)	292 (47.9%)	609 (100.0%)
Education level	Bachelor's degree	180 (29.5%)	160 (26.2%)	340 (55.6%)
	College training	38 (6.2%)	39 (6.4%)	77 (12.6%)
	Doctor degree	16 (2.6%)	16 (2.6%)	32 (5.2%)
	Graduate degree	84 (13.7%)	78 (12.8%)	162 (26.5%)
Total		318 (52.0%)	293 (48.0%)	611 (100%)

Majority of the participants were male with 62.4% where 32.3% (n = 197) were from Iraq and 30.0% (n = 183) of the participants were from Canada. Female constituted 37.6% with 19.7% from Iraq and 17.9% from Canada as shown from the table 1 above. Participants with Bachelor's degree were the majority with 55.6% (29.5% from Iraq and 26.2% from Canada), followed with those with Graduate degree with 26.5%, college training with 12.6% and those with doctor degree with 5.2% as shown by the table 1 above.

Table 2: Work experience and age of employees

	Total	Minimum	Maximum	Mean	Std. Deviation
Work experience	611	1	31	9.95	5.861
Age of employees	611	19	67	38.35	10.901

The mean of age of employees is 38.35 with the youngest employee with 19 years old and the oldest with 67 years. On the other hand the mean of work experience is 9.95 with the standard deviation of the 5.861 as shown by table 2.

Table 3: Descriptive statistics of the Job engagement

Items	N	Minimum	Maximum	Mean	Std. Deviation
Variable 1	611	1	5	3.95	.914
Variable 2	611	1	5	4.02	.940
Variable 3	611	1	5	3.96	.964
Variable 4	611	1	5	3.98	.989
Variable 5	611	1	5	3.91	.976
Variable 6	611	1	5	4.00	.807
Variable 7	611	1	5	4.03	.898
Variable 8	611	1	5	3.99	.894
Variable 9	611	1	5	3.91	1.065
Variable 10	611	1	5	3.92	.955
Variable 11	611	1	5	3.96	.797
Variable 12	611	1	5	4.03	.933

The mean of the job engagement ranged from 4.03 to 3.91 as shown by the table above.

Table 4: Descriptive statistics of the organizational identification

Items	N	Minimum	Maximum	Mean	Std. Deviation
Variable 1	611	1	5	3.92	.990
Variable 2	611	1	5	4.01	.956
Variable 3	611	1	5	3.91	.984
Variable 4	611	1	5	3.95	1.039
Variable 5	611	1	5	3.89	.968
Variable 6	611	1	5	3.93	.917
Variable 7	611	1	5	4.05	.936
Variable 8	611	1	5	4.00	.920
Variable 9	611	1	5	3.96	.887
Variable 10	611	1	5	4.02	.929
Variable 11	611	1	5	3.96	.969
Variable 12	611	1	5	3.99	.985
Variable 13	611	1	5	3.91	.969
Variable 14	611	1	5	4.05	.929
Variable 15	611	1	5	3.92	.979
Variable 16	611	1	5	4.01	.953
Variable 17	611	1	5	3.94	.956
Variable 18	611	1	5	3.96	1.019
Variable 19	611	1	5	3.88	.970
Variable 20	611	1	5	3.94	.914
Variable 21	611	1	5	4.04	.929
Variable 22	611	1	5	4.02	.893
Variable 23	611	1	5	3.97	.846
Variable 24	611	1	5	4.04	.925

The mean of the organizational identification ranged from 4.05 to 3.88 as shown by the table above.

Table 5: Descriptive statistics of the Creativity

Items	N	Minimum	Maximum	Mean	Std. Deviation
Variable 1	611	1	5	3.93	.970
Variable 2	611	1	5	3.99	.982
Variable 3	611	1	5	4.00	.839
Variable 4	611	2	5	4.02	.826
Variable 5	611	1	5	3.96	.881
Variable 6	611	1	5	3.85	1.127
Variable 7	611	1	5	3.81	.950
Variable 8	611	1	5	3.95	.806
Variable 9	611	1	5	4.03	.941
Variable 10	611	1	5	3.92	.994
Variable 11	611	1	5	3.99	.961
Variable 12	611	1	5	3.94	.989
Variable 13	611	1	5	3.94	1.054
Variable 14	611	1	5	3.87	.966
Variable 15	611	1	5	3.93	1.055

The mean of the creativity ranged from 4.03 to 3.81 as shown by the table above.

Table 6: Reliability analysis of the variables

No.	Attributes	No. of Items	Cronbach's Alpha
1.	High performance work system human resource practices	15	0.716
2.	Job engagement	12	0.397
3.	Organizational identification	24	0.459
4.	Creativity	15	0.626

From the reliability analysis it is evident that the high performance work system human resource practices variables is reliable with Cronbach's Alpha = 0.716; job engagement with Cronbach's Alpha = 0.397; organizational identification with Cronbach's Alpha = 0.459; and creativity with Cronbach's Alpha = 0.626; as shown by the table 3 above.

Table 7: T-test of the Human Resource Practice perceptions

	Country	N	Mean	Std. Deviation	Std. Error Mean	t-test	Df	Sig.
Variable 1	Kurdistan	318	4.00	.837	.047	.050	609	.960
	Canada	293	4.00	.842	.049			
Variable 2	Kurdistan	318	4.02	.835	.047	-.079	609	.937
	Canada	293	4.03	.819	.048			
Variable 3	Kurdistan	318	3.95	.889	.050	-.087	609	.931
	Canada	293	3.96	.875	.051			
Variable 4	Kurdistan	318	3.86	1.123	.063	.241	609	.809
	Canada	293	3.84	1.134	.066			
Variable 5	Kurdistan	318	3.81	.951	.053	.076	609	.939
	Canada	293	3.81	.951	.056			
Variable 6	Kurdistan	318	3.95	.810	.045	-.035	609	.972
	Canada	293	3.95	.803	.047			
Variable 7	Kurdistan	318	4.03	.943	.053	-.080	609	.936
	Canada	293	4.04	.941	.055			
Variable 8	Kurdistan	318	3.93	.983	.055	.158	609	.874
	Canada	293	3.92	1.007	.059			
Variable 9	Kurdistan	318	3.99	.953	.053	.138	609	.890
	Canada	293	3.98	.970	.057			
Variable 10	Kurdistan	318	3.94	.987	.055	-.061	609	.952
	Canada	293	3.94	.993	.058			
Variable 11	Kurdistan	318	3.94	1.055	.059	-.177	609	.860
	Canada	293	3.95	1.056	.062			
Variable 12	Kurdistan	318	3.87	.966	.054	.053	609	.957
	Canada	293	3.87	.968	.057			
Variable 13	Kurdistan	318	3.94	.904	.051	.065	609	.948
	Canada	293	3.94	.931	.054			
Variable 14	Kurdistan	318	4.02	.966	.054	-.108	609	.914
	Canada	293	4.03	.961	.056			
Variable 15	Kurdistan	318	4.04	.898	.050	-.186	609	.852
	Canada	293	4.05	.884	.052			

The Independent T-test above shows that there is no significant relationship between variables of the human resource practices perceptions among the participants from Kurdistan and Canada with the p-value >0.05 as shown by table 3.

Table 8: Independent T-test of high performance work system variables

Variable	Country	N	Mean	Std. Deviation	Std. Error Mean	T-test	Df	Sig.
Human resource practices	Kurdistan	318	3.9530	.42515	.02384	.004	609	.997
	Canada	293	3.9529	.42125	.02461			
Job engagement	Kurdistan	318	3.9722	.33329	.01869	.024	609	.981
	Canada	293	3.9716	.34116	.01993			
Organizational identification	Kurdistan	318	3.9687	.25903	.01453	.045	609	.964
	Canada	293	3.9693	.25914	.01514			
Creativity	Kurdistan	318	3.9436	.38637	.02167	.045	609	.964
	Canada	293	3.9422	.38277	.02236			

There is no significant mean difference between the participants from Kurdistan and Canada when it come to human resource practices perceptions, job engagement, organizational identification and creativity with the p-value > 0.05 as shown by the table above.

Table 9: Correlation analysis of the high performance work system

		Human resour practices	Job engagement	Organizational identification	Creativity
Human resource practices	Pearson Correlation	1	-.112**	.017	.903**
	Sig. (2-tailed)		.005	.683	.000
	N	611	611	611	611
Job engagement	Pearson Correlation	-.112**	1	-.003	-.106**
	Sig. (2-tailed)	.005		.948	.009
	N	611	611	611	611
Organizational identification	Pearson Correlation	.017	-.003	1	.024
	Sig. (2-tailed)	.683	.948		.553
	N	611	611	611	611
Creativity	Pearson Correlation	.903**	-.106**	.024	1
	Sig. (2-tailed)	.000	.009	.553	
	N	611	611	611	611

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

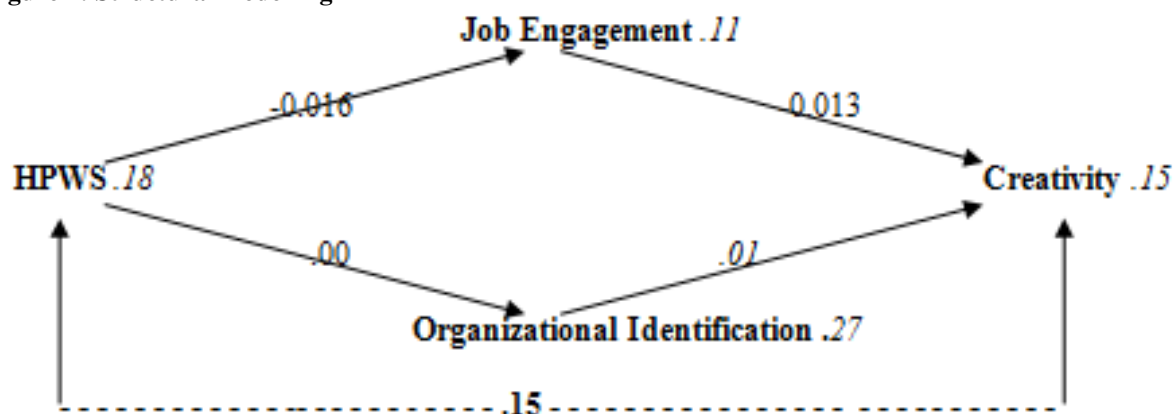
There is a negative weak significant relationship between human resource practices and job engagement with Pearson correlation coefficients $r = -0.112$ with the p -value < 0.01 . Human resource management is also strongly and positively correlated to the creativity with the Pearson correlation coefficients $r = 0.903$ with the p -value < 0.01 .

Job engagement is also negatively and weakly correlated to the creativity with the Pearson correlation coefficient $r = -0.106$ with the p -value < 0.01 .

Table 10: High and Low between Canada and Kurdistan

Country	JE	OI	C	Std. Deviation	Std. Error Mean
Kurdistan	Low	High	Low	.837	.047
Canada	High	High	High	.842	.049
Kurdistan	High	Low	Low	.835	.047
Canada	High	Low	High	.819	.048
Kurdistan	Low	High	Low	.889	.050
Canada	High	High	High	.875	.051

Figure 2: Structural modelling



Notes: Chi-square value = 3.129; degrees of freedom = 1; Probability level = 0.077.

The estimates for the variances of the creativity = 0.15, high performance work system = 0.18, and the job engagement = 0.11. The covariance estimates between creativity and high performance work system = 0.15; creativity and Organizational Identification = 0.01; high performance work system and Organizational Identification = 0.001; creativity and job engagement = -0.013; and high performance work system and job engagement = -0.016.

Discussions

The goal of this investigation is to appraise the Impact of High Performance Work System (HPWS) on organizational identity, job engagement, and creativity, in Kurdistan and Canada. High performance work systems help the organization to perform very well and have a competitive advantage against other organizations. It provides win-win situation in the company because both the employee and employer benefit (Machin and Wood, 2005). The study found out that there is a strong association between high performance work systems and creativity among the employees in the organization. The above finding is supported by the Appelbaum et al., (2000) and Guest, (2002) this study highlighted that there is a significant relationship between high-performance work practices and employees' satisfaction and engagement in the work place. At the same time, there is no significant mean difference between the participants from Kurdistan and Canada when it comes to human resource practices perceptions, (job engagement, organizational identification and creativity).

The study also found that there is a significant relationship between the high performance work system and the interactions terms with other the dependent variable such as job engagement, organizational identification and creativity. Consequently, there is no significant difference between high performance work systems in the two countries.

Future research

The future research should concentrate and look at the factors that negatively affect employees especially after the implementation of the high performance work systems in the organization or work place.

The limitation

The limitation of our study is that the study was cross-sectional in nature and therefore the results or findings of our study can be useful at that particular time and therefore cannot be replicated. Hence we were not able to find out the causal direction from the high performance work systems human practices to the job engagement, organizational identification, and creativity of the customers.

Conclusion

HPWS practice in HR is based on inclusive recruitment and selection process, great incentive-based compensation, effective operational management, broad employee participation, and comprehensive training. Collectively, these practices are likely to provide a source of constant competitive advantage, improve organizational performance and employee productivity. According to this study there is a significant relationship between the high performance work systems human practices with the variables in the study. With the age, work experience, and age of the employees as the control variables there was significant interaction effects with the job engagement, organizational identification, and creativity.

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Appendices

Charts

Chart 1: High-Performance Human Resource Practice Perceptions

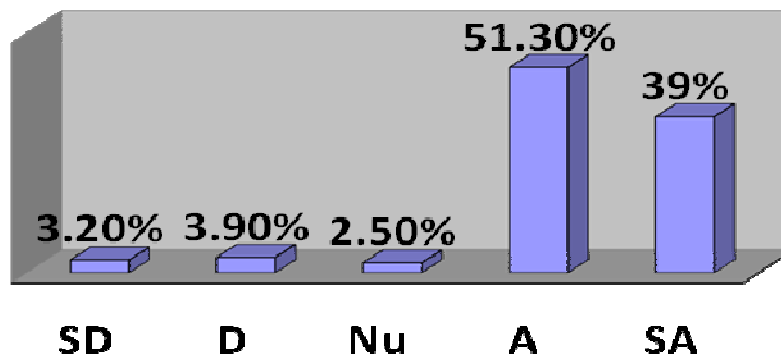


Chart 2: Job Engagement

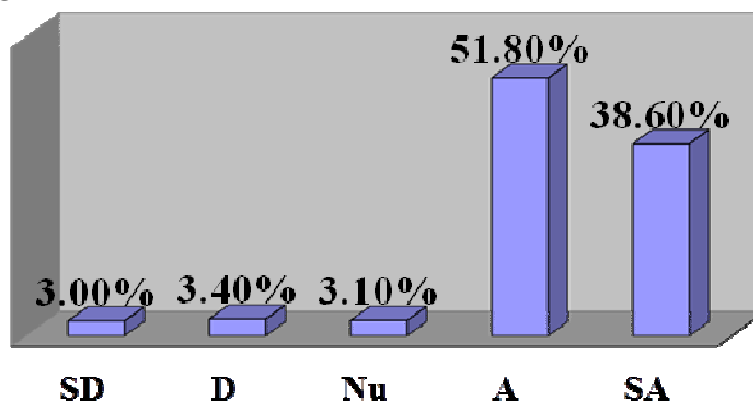


Chart 3: Organizational Identification

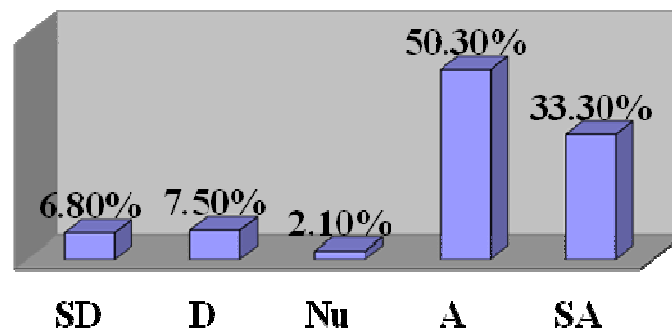
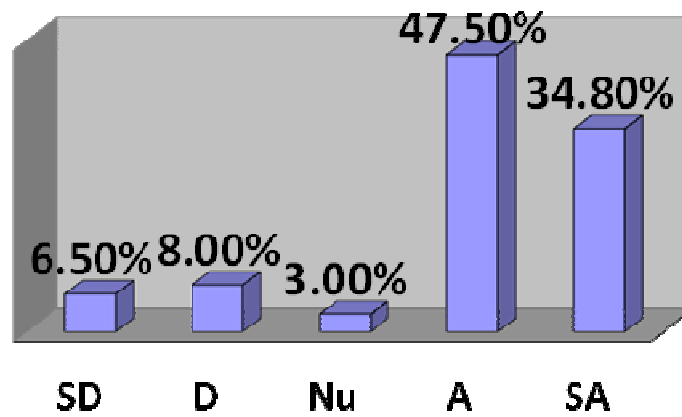


Chart 4: Creativity



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