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An empirical investigation the impact of employee perceived (HPWS) on employee innovation as Related to creative self-efficacy

Saad Hadi Al-Chawishli

Business Management, Erbil Technical Administration College, Erbil Polytechnic University, Erbil, Iraq

Email: saad.chawishli@epu.edu.iq

Shirzad Mohammed Mahdi

International Marketing and languages, Erbil Technical Administration College, Erbil Polytechnic University, Erbil, Iraq

Email: shirzad.mahdi@epu.edu.iq

Abstract---Aim & Background: An major role in management is played by a high-performance work system (HPWS). However, the lack of high-performance systems in organizations decreases their responsiveness to change and creates hurdles to improvement and innovation, Promotion, Prevention, and most significantly, creative employee self-efficacy in the organizational strategy of Human Resource Management. Methods: The ages of the respondents ranged from 18 to more than 46 years, according to the data gathered for the frequency poll. A statistical study shows that of the 105 participants, 63 were men and 42 were women, In the Erbil Kurdistan region, data was gathered. There were paper surveys from all of the Erbil Kurdistan region that were included in this study. As of this writing, 105 questionnaires had been completed. SPSS software was used to test and analyze the hypotheses. Results: findings show that there is positive and significant effects and the correlation between HPWS, Organizational Identity, employee innovation, and Creative self-efficacy. Research limitations: the research limit generalizability of the findings of our study can be useful at that particular time and cannot be replicated. Future studies should focus on the elements that positively promote creative self-efficacy.

Keywords---High-performance work systems, Organizational Identity, employee innovation, Creative self-efficacy.

1. Introduction

"High Performance Work System" describes a combination of behaviors that aims to create an atmosphere in which employees are more involved and accountable for their work. "A specialized combination of HR strategies, work structures and processes that maximizes employee knowledge, skill, commitment and flexibility," is how Bohlander et al. (2004) described HPWS in further detail (Bohlander & Snell, 2004). "High-performance work systems" have existed for quite some time, according to Barnes (2001), and their origins may be traced back to the industrial upheaval of the late twentieth century in the United States (Barnes, (2001). Manufacturers in the United States understood that global competition was upon them and began to reconsider their "tried and true" manufacturing procedures during this time period. A high-performance work system was born out of the principles that emerged during these difficult times. High-performance work systems (HPWS) are systems that encourage employee responsibility and self-sufficiency in the planning and implementation of Human Resource Management (HRM) processes (HRM). According to HPWS, the cornerstone of acceptable compensation rests on workers, and it is difficult to replace them Oladapo & Onyeaso, (2013). Employees who are enthused to do so by promising performances, such as participatory announcement production, as well as high-value workout and separation information, can also generate a consistent improvement in association and achieve at a developed level. That's why there are remarkable HPWS features that encourage animators to have high levels of self-confidence in their connections with clever and skilled characters (Wallner & Menrad 2012). As a result of increased employee loyalty and trust in the institution, organizations see an increase in productivity. Employees' attitudes change when they are recognized for their work and given a reward, and the results of high-performance work systems can be seen in the institute by assessing the performance of staff members and how they are fulfilling their aims or objectives in the workplace (Patel et al. 2013). The administrations of high-performance work systems, on the other hand, have a very different approach to group management than the traditional tiered model, which is accompanied by the controlled running of groups. In addition, high-performance work systems are well-known as Promotion or Prevention institutions Oladapo & Onyeaso, (2013). Methodologies such as these indicate that firms can adopt a distinct management style that supports great performance through personalities In addition, it might serve as a motivating factor for the school's top students. HPWS have a maximum potential to provide constant monetary gain to businesses who approve it, exemplified by preemptive conduct and inventiveness. Firms' most advanced community development for seriatim Promotion or Prevention is frequently a control-oriented strategy to human resources, which encourages workers to use only as much strength as is required to complete a task Patel et al. (2013). The restriction to use reasonable power to regulate employee conduct is what it means by "controlling." Progressive focused using rules and penalties to create suitable achievement awards and mechanisms to increase commanding toeing the line, which was a control-oriented approach. Using HPWS, management may monitor the growth of human resource-focused promotion and prevention tactics, which can energize employees and spur innovation. To tell the story of these reimagined factories, the long-duration, high-performance work systems that were introduced just a minute ago were absolutely essential Zhang & Wang, (2013). This is not the

case with high-performance work systems, which do not divide creative self-efficacy pieces; rather, they emphasize the challenge improvement that is generated by the use of such human resources. In academia, high-performance work systems are hypothesized to be an amalgamation of poor phrases, yet unified human resources observe that together newcomer, choose, cultivate, motivate, and retain teams are observed that together, Oladapo & Onyeaso (2013). In order to improve company, the most popular model of HPWS is built on all-encompassing creative self-efficacy, with an emphasis on monitoring staff innovation. On the other hand, the specific management procedures in this region may vary from one association to another. Systems that promote employee security and independence in human resource planning are known as high-performance work systems (HPWS) (PHRM). the conjecture is that organizations are the most important source of economic advantages, which is incompatible with the original hypothesis ,Oladapo & Onyeaso, (2013). It is also possible for an employee's union to constantly improve and perform at an advanced level if energized by encouraging techniques, such as participatory announcement production, high-value isometrics, and disunion statistics. Because of that drive, HPWS has an outstanding personal property on labors to embrace high self-esteem in positions of being skilled and knowledgeable individuals ,Wallner & Menrad (2012). Workforce loyalty to the association and faith in the institute will rise as a result, leading to increased productivity. By confirming that employees have access to a wide range of services and facilities that are used at work, this study attempts to identify the HPWS backbone, which contributes to the success of the individual establishments Patel et al. (2013). According to the findings, employees believe that the organization's high levels of performance are indicative of the creative self-efficacy of its human resource procedures and management's trustworthiness. Therefore, workers respond with appropriate assertiveness and etiquette in response Wallner & Menrad (2012). Creative self-efficacy and employee innovation are encouraged by HPWS in the current iteration of the document. A more predictable approach to human resource management in the system of government is likely to result in lower quality goods. As a result of the association's strong financial performance, it has been confirmed that high-performing work procedures can also be used to improve workplace Positive, Patel et al., (2013). Some municipal inspectors believe that a high-performance work system might possibly be considered an unsocial system that manages the employees' insolence before each additional approach the labor force Wallner & Menrad, (2012). Even if it serves to regulate the relationship's atmosphere, the life-threatening important goal of this long-term document is to identify HPWS's paraphernalia on employee innovation and Affirmative system is to identify the latter.

1.1 The research purpose

The purpose of this study is to estimate the influence of the HPWS on promotion, prevention, creative self-efficacy, and employee creativity, as well as the impact on business results and the performance of the workforce. When businesses do not have high-performance systems in place, they are less able to adapt to change and put up roadblocks in the way of organizational growth and innovation, as well as promotion, prevention, and maybe most crucially, creative employee self-efficacy.

1.2 The Research Problem

It is currently unknown whether HPWS and employee innovation are connected, despite the fact that particular study has examined this relationship. Employee innovation, promotion, prevention, and employee creative self-efficacy are all factors that can be used to encourage employees to engage in a revolution. The purpose of this study is to examine how a High-Performance Work System affects employee self-efficacy and organizational effectiveness, including creativity and proactive behavior, as well as the promotion, prevention, and creation of employee self-efficacy. This system enhances the usefulness of the organization and studies Focus on regulations: The High-Performance Work System, employee innovation, and creative self-efficacy link is mediated via promotion and prevention. Researchers in this study will look at how a regulatory focus on promotion, prevention, and employee innovation might promote organizational effectiveness and creative self-efficacy in administrations through deliberate human resource management. The research questions generated as a result of the above objectives are utilized as a guide.

1.3 The Research Importance

The problem at hand Statement there is a misunderstanding of how the regulatory focus on the promotion, preventive, and employee innovation might increase organizational effectiveness and creative self-efficacy because of the ambiguous description of the High-Performance Work System. With the HPWS study, the workers are viewed as abstract objects as the researchers evaluate the specific responses to a given collection of assumptions.

1.4 The Research questions

1. Does innovation reconcile the relationship between HPWS and Promotion, Prevention? 2. What is the influence of Creative self-efficacy on employee performance? 3. What is the correlation between HPWS and employee innovation? 4. Can HPWS develop employees' initiative performance, such as Promotion, Prevention, employee innovation?

1.5 The Research objectives

The responsibility makes superior academic appreciative of why HPWS possibly will affect these employees' psychological outcomes to give details of HPWS and employee outcomes may share to mediocre occupation performance. Especially attempt to quarrel that justice insight of HPWS has an influential control on employee response to these enacted policies. The paper sets out to lock the gap completely the way through the investigation of the Employee innovation of HPWS. The result of the study possibly will make available data essential for practitioners to feel more relaxed addressing the approach, behavior of workers and precise measurement of organizational performance while adopting a different position of high-performance work systems.

1.6 The Research Model

High-performance work systems research model used in the current study. For example, it shows its assets and how it relates to employees. Working in high-performance systems can help with Regulatory focus on promotion, prevention, and creative self-efficacy in this way. High-performance work systems have been found to have a favorable association with self-efficacy in promotion, prevention and creative work regardless of the sector, unit of analysis and high-performance observers included in the majority of educations. “Exactly how HPWS distresses the organizational importance, income explanation of employees innovation, Promotion, Prevention, and Creative self-efficacy. This system improves organizational helpfulness, and studies Regulatory focus: Promotion, Prevention is the mediator of the High Performance Work System, innovation, and Creative self-efficacy relationship. High Performance Work System productions a significant role in employee innovation, the right employees with the right skills in the system, encourage Proactive Promotion, Prevention in achieving tasks which lead to a Regulatory focus in the company there for it contributes to more Creative self-efficacy and innovation in high-performance run-through.”

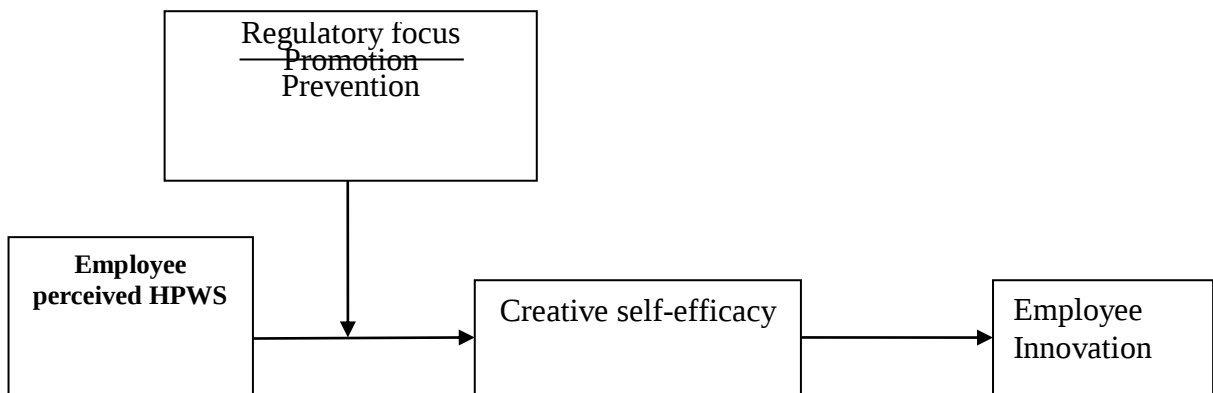


Figure 1: Research Model

Using high-performance work systems, businesses may have a greater influence on employees, Regulatory focus: Promotion, Prevention, and Creative self-efficacy, in the workplace, according to research from the classical period. High-performance work can be implemented in a business using the appropriate HR strategies. Employee attitudes and the connection between High Performance Work System and Promotion, Prevention, and Creative self-efficacy have been studied in detail, and the results show a connection between High Performance Work System, employees, and organizational outcomes like managerial performance. Workplace outcomes including work satisfaction, dedication to the organization, and self-efficacy in the areas of promotion, prevention, and creativity are all linked to HR strategies that go beyond the surface.

Conceptualized high-performance work systems are shown to have an impact on the organization's overall corporate goals. When establishing acceptable HR practices, managers and employees must work together to enhance the innovative

and creative self-efficacy of apprentices and to recruit and develop talented personnel. Improved and more challenging workers will be able to exert themselves more independently and flexibly with the support of HPWS, which increases the number of trained personnel. If top management consistently applies human resource practices to achieve both employee commitment to the work process and employee innovative, Creative self-efficacy, the company's workforce can become a significant source of competitive advantage. The adoption of high-performance models in the association.

1.7 Hypotheses

H1 Employee perceived HPWS is a positive relationship with Employee Innovation

H2 Employee perceived HPWS is a positive relationship with creative self-efficacy.

H3 Creative self-efficacy mediated the relationship between employee perceived HPWS and Employee Innovation

H4 Regulatory focus influence on the relationship between employee perceived HPWS and Employee Innovation. Especially when employees' promotion focus is high, the positive relationship between employee recognized HPWS, and Employee Innovation will be supported by increasing individuals creative self-efficacy. However, when employees' promotion focus is low, the positive relationship between employee perceived HPWS and Employee Innovation will be attenuated by decreasing individuals creative self-efficacy. (H4a) When employees' prevention focus is high, the positive relationship between employee perceived HPWS, and Employee Innovation will be attenuated by decreasing individuals creative self-efficacy, however, when employees' promotion focus is low, the positive relationship between employee perceived HPWS and Employee Innovation would be supported by increasing individuals creative self-efficacy (H4b).

2. Literature Review

2.1 High-performance work

When it comes to today's competitive marketplaces, firms who are laser-focused on outperforming their competitors recognize the strategic importance of high-performance work that adheres to classifications, Wang & Verma, (2012). Businesses of all sizes must pay close attention to high-performance work systems as a means of improving their management practices and employee outcomes, such as increased job satisfaction and decreased job compression. A government system seeks to manage its hierarchy in a proper way to line up with the needs of its employees by applying HPWS. Affirmative, Patel et al., (2013). From the highest levels of training data/knowledge distribution and involvement techniques and group-based incentives reimbursements to the lowest levels of training data/knowledge distribution and cross-functional and cross-trained teams, this coordination covers the following: Human resources procedures like as selection, training and development, performance evaluation, and remuneration are all intertwined in the respective systems of high performance, Klaas et al. (2012). It is a part of HR practices that HPWS is evaluating in order to expect greater results in enterprises. High-performance HR notes that employees are expected to display adequate abilities in the workplace, greater inspiration and further opportunity to outperform, Oladapo & Onyeaso, (2013). Ramsay et al. (2000). Conducted research to discover links between HPWS practices and

employee outcomes, which in turn led to improvements in company performance. A "black box" was mentioned; this means that while the introduction of an HPWS may be concomitant with enhanced performance, no studies have yet discovered how this happens.. Based on data from the UK's (1998), Workplace Employee Relations Survey, their findings are based on their research. That 'widely held view...that favorable performance results from HPWS flow via positive employee outcomes are very doubtful' runs opposed to the majority of other studies, they said in their paper. Only if three requirements are met within firms may high-performance techniques contribute to improved economic performance. Firstly, employees have the knowledge and abilities that managers do not, and the firm's commercial or production approach can only be successful if people contribute such flexible power, Wang & Verma, (2012). Employees at HPWS anticipate to put in a lot of time and effort in order to get greater results in the long run. Additionally, HPWS places a high value on training and advancing the knowledge and abilities of its staff; this ensures that their efforts are more effectively utilized. Research conducted in Canada by Godard (2001). Has shown that there is considerable variation in the effects of HPWSs and that many have a limited duration. Godard is hiding behind further research (2004). Complete agreement with this (high-performance) assumption may not yield results that are significantly better than those that have long been associated with respectable management practices, such as professional personnel practices (eg job ladders; employment security; grievance systems; formal training; above-market pay); group work organization; information sharing; and accommodative union relations policies.....etc. In some workplaces, it may have a favorable influence. However, these benefits may be more restricted than initially thought and may not be enough to warrant widespread implementation in many workplaces. According to the "high performance orthodox," there is a problem with proxies used to quantify high-commitment HRM, as well as an issue with HR managers' self-report ratings as an indicator of how well their organizations are doing in the area of HR strategy. High-performance working isn't an easy option, and these misgivings help to temper the enthusiasm of those who see it as a panacea. However, it is impossible to argue against the basic premise, and there is enough evidence that it is operative to support its growth as detailed below, albeit being realistic about what is achievable and how well it will operate. The primary impact of HPWS is on employee behavior and how it affects wages and labor productivity. However, the Promotion and Prevention of Employees is also more effective. A company's level of employee engagement security can be measured by the stability of its workforce (Patel et al., 2013). Organizations can improve their performance in fundamental ways thanks to HPWS, such as by securing their workforce. An organization's long-term perspective and investment of time and money in its personnel is a sign of its commitment to the organization's success,(Klaas et al. (2012). The degree to which trust in management is linked to organizational performance may represent specific Promotion and Prevention. Oladapo and Onyeaso ((2013)) have shown that the HPWS is effective. Situation in the workplace and in the company Promotion, HPWS prevention and merit-based HR evaluation qualify the HRM to design system elements that are integrated into HR processes without necessarily changing all of HR's activities in a single step. Methods developed by the approach enable the organization to apply various Promotion, Prevention and outline computable criteria for the estimate of this particular HR system for their business.. The HPWS amendments, like other HR

theories and policies, allow an association to function on the sides that are most appropriate for their current systems of operation.

2.2 Promotion

Organizational progression and development designate an employee's ability to function effectively at their next level of responsibility. The competences are a reflection of the abilities and knowledge a person demonstrates in the course of their daily employment. At (Michael SZE 1995), he wrote: Promoting an employee is an important aspect of performance management since it stimulates them (Michael C. C. SZE 1995). Ethics: Promotion relies heavily on the concept of merit, or hiring the best individual for the job. Potential and experience are taken into consideration in the evaluation. There should be no ambiguity in the procedure of impost. Management of performance and the annual report performance evaluation are kept separate from each other. Promotion nourishments, such as all-purpose regulations, are designed to promote growth in clarity and detachment and open the door to considering the potential of appropriate officers and the succession planning of managerial positions. If necessary and appropriate, promotion interviews are undertaken in order to augment information presented in staff reports and assist in the evaluation of the candidates. This resolve rubs against situations in which employee reports are inadequate or questionable in terms of fairness or consistency. SZE (Michael CC. SZE '95) If certain employees are questioned while others aren't, there is a risk of unfairness in the promotion nourishment. For the purpose of enhancing an announcement, it is standard management practice to provide promotion opinion to an operator who has been considered but has not been selected after a promotional exercise.

2.3 Prevention

The action of bringing to an end something from up-to-the-minute or stand up, concerning human facilities, prevention stereotypically consists of systems or activities that seek to moderate or deter specific or predictable difficulties, protect the current state of well-being, or promote sought after effects or events. Classification of Prevention: "Actions aimed at disregarding or minimizing the impact of disease and disability or if has already occurred then retarding its progression is termed as prevention." From Amna Amir (2015). Primary Prevention: "Action was taken prior to the onset of disease, does away with the possibility that a disease will ever occur, is called primary prevention" Approaches for primary prevention (WHO): A. Population (mass) strategy: Directed at whole population irrespective of individual risk levels Involves socio-economic, behavioral and lifestyle changes B. High-risk strategy: To individuals at unique risk Holistic approach. From Amna Amir (2015).

2.4 Creative self-efficacy

Creative self-efficacy is derived from Bandura's (1997) more general concept of self-efficacy, explained as a person's belief that he or she can efficaciously implement in a particular setting. Bandura recognized a likely relationship between self-efficacy and creative performance. Impact on the original production,

another topic is gaining research idea of creative self-efficacy. Self-efficacy, a concept technologically advanced by Albert Bandura in (1995), is a character's acceptance in capabilities to accomplish a given task or goal. Having a sense of self-efficacy, i.e., merely accept as accurate in Bandura himself aphorism the relationship between self-efficacy and creative performance, noting self-efficacy as an essential element to successful creative output. So creative self-efficacy can be alleged for example feeling that competencies equal the resourceful experiment, in further words, since feel creative, however, will be more likely to demonstrate creativity (Tierney & Farmer, 2002).

2.5 Employee Innovation

The knowledge used to solve issues or overcome hurdles is defined as an ability in the context of innovation. It is because of their experience with the relevant area that experienced employees can resolve challenges more quickly or easily. (Scott and Bruce 1994, paraphrase). On the flip side, when a subject is distanced a bit, the result is new insights and fresh ideas that can be helpful. It is crucial that a creative individual is well-versed in multiple fields to avoid what some refer to as "lock-ins." A major contributing factor is the transfer of well-established practices to other fields. (Scott and Bruce 1994).

3 Methodology

Researchers use a tried-and-true process of inquiry to uncover and resolve the challenges they are examining. The researcher must carefully select the appropriate research procedures in order to appropriately solve the study problem. They also claim that the findings of the study are unbiased because the data was collected and analyzed in a quantitative manner. Consequently, a mix of quantitative and qualitative research techniques will be employed. First and foremost, the data collected from the questionnaire contains both qualitative and quantitative data in the form of narratives and numerical values. Free online survey computer program support can be utilized via online surveys. We aimed to reduce non-response, insufficient sample sizes, and inaccurate responders in order to eliminate mistakes from our sample.

The ages of the respondents ranged from 18 to more than 46 years, according to the data gathered for the frequency poll. A statistical study shows that of the 105 participants, 63 were men and 42 were women, making up 60% and 40% of the total, respectively. Using a Likert scale from 1 to 5, a questionnaire was developed for the study. Disagree: 1 (Strongly disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly agree). The questionnaire was accompanied by a cover letter outlining the purpose of the survey and the study's goals, as well as a promise of complete secrecy. In the Erbil Kurdistan region, data was gathered. There were paper surveys from all of the EPU colleges that were included in this study. As of this writing, 105 questionnaires had been completed. SPSS software was used to test and analyze the hypotheses.

4. Results

5.

5.1 Data Analysis:

From table number (1) shows:

1. The proportion of female among the respondents is greater than the proportion of males as reached (60%) and (40%), respectively, and this indicates that the majority of respondents were female.

Table (1):Description of the research sample by gender, scientific status and job title

		Frequency	Percent
Gender	Female	42	40.0
	Male	63	60.0
	Total	105	100.0
Scientific level	Bsc	14	13.3
	Mcs	62	59.0
	Phd	29	27.6
	Total	105	100
Job title in the organization	Special sector	2	1.9
	Academic staff	68	64.8
	Manager	20	19.0
	Others	15	14.3
	Total	105	100.0

For the educational level, the largest percentage of respondents is due to the Higher Certificate (Master and Doctor), which has been (86.6%) and this is a good indicator that the most sample individuals were a higher certificate campaign and therefore reflected the accuracy of the results.

3. For career address, the large percentage of respondents were among the category (64.8%) and this is a good indicator that the most sample members were from the higher certificate and therefore indicates the accuracy of answers and thus reflected in the resolution.

From the table above, we note that the respondents were between the ages of 34 and 51, with a percentage (67.62%) and this somehow indicates maturity, accuracy and reliability.

We also note that the majority of the sample members had years of experience ranging from (10-21) to 69.5 percent, which indicates that the majority of sample members have good experience and this reflects positively the answers and therefore the accuracy of the results.

In addition, the majority of respondents were in the category (unit and section), with 91.4 percent of the respondents, and the majority of the respondents were in favor of the divisions, i.e. employees who work in scientific departments, whether they were employees or professors (61.9 percent), which indicates the tendency of the answers to logic and scientific and thus reflect accuracy and reliability and thus lead to the quality of the results.

Finally, we also note that the majority of the sample members of the respondents who stay in the same job from one to six years by (57%) this shows somewhat a lack of consideration of diversity and difference in job occupancy and therefore leads to a reduction or weakness of the opportunities for creativity because creativity and development come from difference and diversity and the lack of difference to fill positions by different people leads to lack of experience and lack of progress and this is considered a negative point and reflects this also reflects the answers in a way relative.

**Table No. (6) frequencies and relative distribution of the answers
for all paragraphs**

The study axes	Sub variables	Strongly disagree	Disagree		Neutral		Agree		Strongly agree		Mean	Std. Deviation
		%	fi	%	fi	%	fi	%	fi	%		
Employee perceived (HPW)	HPW1	1.90	26	24.76	15	14.29	36	34.29	26	24.76	3.55	1.17
	HPW2	4.76	13	12.38	25	23.81	39	37.14	23	21.90	3.59	1.11
	HPW3	4.76	17	16.19	13	12.38	46	43.81	24	22.86	3.64	1.14
	HPW4	0.00	14	13.33	14	13.33	44	41.90	33	31.43	3.91	0.99
	HPW5	2.86	8	7.62	18	17.14	48	45.71	28	26.67	3.86	0.99
Average		2.86		14.86		16.19		40.57		25.52	3.71	1.08
promotion (PRO)	PRO1	3.81	10	9.52	16	15.24	46	43.81	29	27.62	3.82	1.063
	PRO2	4.76	31	29.52	23	21.90	34	32.38	12	11.43	3.16	1.119
	PRO3	3.81	9	8.57	12	11.43	55	52.38	25	23.81	3.84	1.011
Average		3.81		15.62		16.19		42.29		22.10	3.61	1.06
prevention (PRE)	PRE1	0.95	9	8.57	20	19.05	47	44.76	28	26.67	3.88	.937
	PRE2	1.90	8	7.62	12	11.43	46	43.81	37	35.24	4.03	.975
	PRE3	6.67	5	4.76	17	16.19	53	50.48	23	21.90	3.76	1.061
Average		3.43		9.03		14.86		46.74		25.94	3.89	0.99
Creative self-efficacy (CSE)	CSE1	7.62	26	24.76	20	19.05	32	30.48	19	18.10	3.27	1.235
	CSE2	3.81	2	1.90	9	8.57	59	56.19	31	29.52	4.06	.897
	CSE3	0.00	6	5.71	12	11.43	45	42.86	42	40.00	4.17	.849
Average		3.81		10.79		13.02		43.18		29.21	3.83	0.99
Employee Innovation (EI)	EI1	2.86	33	31.43	15	14.29	36	34.29	18	17.14	3.31	1.171
	EI2	2.86	10	9.52	14	13.33	48	45.71	30	28.57	3.88	1.026
	EI3	3.81	7	6.67	11	10.48	42	40.00	41	39.05	4.04	1.055
	EI4	1.90	5	4.76	15	14.29	42	40.00	41	39.05	4.10	.946
Average		2.86		13.10		13.10		40.00		30.95	3.83	1.05

Description of search dimensions:

The data indicate tables (6) for repetitive sales and percentages of search removal and may show the following:

- 1) Employee perceived indicates that (66.09% of the sample members agree with this dimension), the neutral rate (16.19%) and the rate of agreed (17.71%) were not agreed upon. In the middle of my calculation and the deviation of their two criteria (3.71), (1.08) respectively, which means that the sample members agree with this dimension, where the arithmetic average exceeded the hypothetical average (3) on the approved five-year lycart scale.
- 2) Promotion indicates that (64.38%) of the sample members agree with this dimension, the neutral rate (16.19%) and the rate of non-agreed (19.43) and b In the middle of my calculation and the deviation of their standard destiny (3.61), (1.06) respectively, which means that the sample members agree with this dimension, where the computational average exceeded the hypothetical medium (3) on the five-year lycart scale adopted in the research.
- 3) Prevention indicates that (72.69 percent of the sample members agree with this dimension), the neutral rate (14.86 percent) and the non-agreed rate (12.46 percent) and The median calculation and deviation of their two criteria (3.89), (0.99) respectively, which means that the sample members agree with this dimension, where the computational average exceeded the hypothetical medium (3) on the five-year lycart scale adopted in the research.
- 4) Creative self-efficacy indicates that (72.38%) of the sample members agree with this dimension, the neutral rate (13.02%) and the rate of non-agreed (14.60%) In the middle of my calculation and the deviation of their two criteria (3.83), (0.99) respectively, which means that the sample members agree with this dimension, where the computational average exceeded the hypothetical medium (3) on the five-year lycart scale adopted in the research.
- 5) The distance (Employee Innovation) indicates that (70.95%) of the sample members agreed with this dimension and the neutral number (13.10%) reached an unbelievable rate (15.95%) and a normative deviation (3.83) (1.05) Respectively, which means the sample partnership agreement with this dimension, where the arithmetic medium of the hypothesis (3) on the Liking scale adopted in the research.

Table (7): Cronbach's Alpha For Study Axes

STUDY AXES	Cronbach's Alpha	N. paragraphs
Employee perceived (HPW)	0.77	5
Promotion (PRO)	0.71	3
Prevention (PRE)	0.75	3
Creative self-efficacy (CSE)	0.73	3
Employee innovation (EI)	0.81	4
All paragraphs of the questionnaire	0.72	18

Through Table 7, which represents the stability factor estimate where the stability of the standby paragraphs of the six variables was calculated and the stability factor was calculated for the questionnaire questions as a whole and found that

the value of the stability factor was 72% as well as stability values used for variables were acceptable (more than 70%) This indicates the stability of the questionnaire variables.

Table(8): Correlation Matrix of Model Constructs

		HPW	PRO	PRE	CSE	EI
HPW	Pearson Correlation	1				
	Sig.					
PRO	Pearson Correlation	.502**	1			
	Sig.	.000				
PRE	Pearson Correlation	.368**	.264**	1		
	Sig.	.000	.006			
CSE	Pearson Correlation	.495**	.337**	.033	1	
	Sig.	.000	.000	.739		
EI	Pearson Correlation	.114	.023	.081	.300**	1
	Sig.	.246	.813	.413	.002	

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

1.7 Hypotheses

H1 Employee perceived HPWS is a positive relationship with Employee Innovation

There is a positive significant moral relationship between the independent variable, representing (Employee perceived hpws) and the dependent variable, representing Employee Innovation. To test the hypothesis depends on the results described in Table 8, where there is no relation to the relationship between the variable (EMPLOYEE PERCEIVED HPWS) and the EMPLOYEE INNOVATATION because the value of the statistical significance (SIG) value for the correlation (0.246) is greater than the level of moral (0.05) and in another sense if one of the variables change, this is not affecting the other variable. Which we reject the hypothesis that the researcher came,

H2 Employee perceived HPWS is a positive relationship with creative self-efficacy

There is a positive significant moral relationship between the independent variable, representing (Employee perceived hpws) and the dependent variable, representing Employee Innovation. To test the hypothesis depends on the results described in Table 8, with a positive moral relationship between the variable (EMPLOYEE PERCEIVED HPWS) and the EMPLOYEE INNOVATATION because the value of the statistical sign (SIG) for the value of the link and explanation (0.000) was less than the level Moral (0.05) (0.495), the more the values of one

variant change, the other variable changes in the same direction by (50%). Which we accept the hypothesis that the researcher came,

H3 Creative self-efficacy mediated the relationship between employee perceived HPWS and Employee Innovation

There is a statistically significant relationship between the independent variable (employee perceived HPWS) and the approved variable (Employee Innovation) with the presence of the intermediate variable (Creative self-efficacy), i.e. is there an indirect relationship between the independent variable and the approved variable? Does creative self-efficacy play a role in transferring the indirect effect from the employee perceived HPWS to the employee innovation variable? Is the type of mediation total or partial?

Table(9): Mediation Path Coefficient

No.	Path	Estimate with Moderator	sig.	Decision
1	HPW→EI	-0.0421	0.6733	Not Sig.
2	HPW→CSE→EI	0.1478	0.0014	Sig.

Where:

HPW: Employee perceived (HPW) ,EI: Employee Innovation CSE:Creative self-efficacy

In order to test the third hypothesis, we rely on the results shown in the table above and show that there is an indirect effect of the Employee perceived HPWS on the Employee Innovation variable through the Creative self-efficacy variable, We conclude this through the level of statistical indication (Sig.) of the downward weight of the independent variable effect on the child variable through the medium of (0.0014) that was below the moral level (0.05) and this indicates an indirect effect of the independent variable on the dependent variable through the broker variable. . In other words, creative self-efficacy has a role to play in conveying the relationship between the independent and adopted variables and we also conclude that the type of mediation is total, i.e. without the intermediate variable, the relationship cannot move from the independent variable to the dependent variable because there is no direct relationship between the independent and the dependent variable.

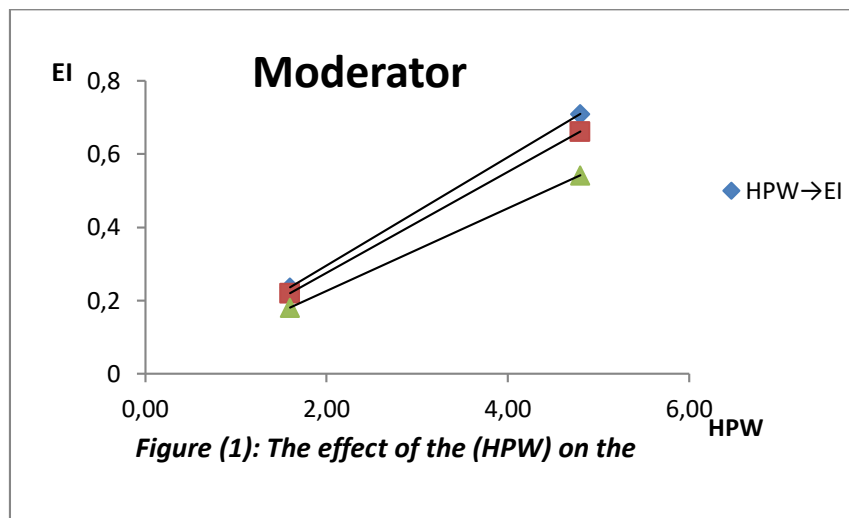
H4 Regulatory focus influence on the relationship between employee perceived HPWS and Employee Innovation. Especially when employees' promotion focus is high, the positive relationship between employee recognized HPWS, and Employee Innovation will be supported by increasing individuals creative self-efficacy. However, when employees' promotion focus is low, the positive relationship between employee perceived HPWS and Employee Innovation will be attenuated by decreasing individuals creative self-efficacy. (H4a) When employees' prevention focus is high, the positive relationship between employee perceived HPWS, and Employee Innovation will be attenuated by decreasing individuals creative self-efficacy, however, when employees' promotion focus is low, the positive relationship between employee perceived HPWS and Employee Innovation would be supported by increasing individuals creative self-efficacy (H4b).

1. There is a statistically significant relationship between the independent variable (EMPLOYEE PERCEIVED HPWS) and the EMPLOYEE INNOVATATION, the existence of the intermediate variable (Creative Self-efficacy VELs) and different levels of modified variable (PROMOTION) .h4a. (The modified variable of promotion at its highest levels makes the relationship between the independent variable employee perceived HPWS and the subordinated variable (Employee Innovation) strong (positively affecting the strengthening of the relationship) through the intermediate variable (creative self-efficacy vels) and vice versa.
2. There is a statistically significant relationship between the independent variable (employee perceived HPWS) and the approved variable (Employee Innovation) with the presence of the intermediate variable (creative self-efficacy) and the different levels of the modified variable (prevention). H4B .The modified variable of prevention at its upper levels makes the relationship between the independent variable (employee perceived HPWS) and the employee innovation variable weak (reduces the vulnerability of any weakening of the relationship) through the intermediate variable (creative self-efficacy) and vice versa. In other words, the presence of two modified variables helps to modify the positive relationship (either makes the relationship strong or vice versa) and the different levels (high and low) between the independent and adopted variable with the presence of the intermediate variable.

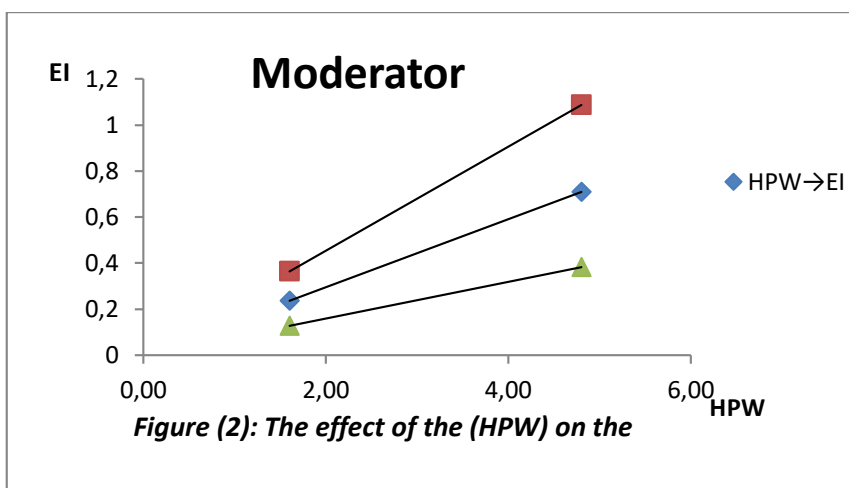
Table(10) : Moderating Path Coefficient between HPW and EI

Relationship	Moderator	Estimate	sig.	Decision
HPW→CSE→EI	-----	0.1478	0.0014	Sig.
	PRO /Low	0.1378	0.0027	Sig.
	PRO /High	<u>0.1129</u>	0.0008	Sig.
	PRE /Low	0.2266	0.0021	Sig.
	PRE /High	<u>0.0794</u>	0.0106	Sig.

We note that the modified variable of promotion and at its higher levels makes the relationship between the independent variable employee perceived HPWS and the subordinated variable (Employee Innovation) weak (negatively affecting any weakening of the relationship) through the intermediate variable (creative self-efficacy vels) and vice versa, In other words, the interaction of an independent variable with the variable rate and at different levels weakens the amount of indirect relationship with the dependent variable where we note that the downward weight of the indirect effect without the variable rate was (0.1478), i.e. the more the independent variable one unit, this leads to an increase in the dependent variable by (0.1478) on the other hand when the interaction with the variable rate and different upper and lower levels we find that this effect decreases and that this decrease is more At higher levels compared to the lower levels of the adjusted variable, this leads to the rejection of the hypothesis that the presence of the rate variable and its upper level strengthens the relationship between the independent and the dependent variable) as shown in figure 1.



We note that the modified variable of prevention and at its higher levels makes the relationship between the independent variable (employee perceived HPWS) and the dependent variable (Employee Innovation) weak (negatively affecting any weakening of the relationship) through the intermediate variable (creative self-efficacy vels) and vice versa, In other words, the interaction of an independent variable with the rate variable and at different levels varies the amount of impact as we find that the regression weight of the independent variable on the child variable and at the lower levels of the variable rate was (0.2266) (strengthens the amount of indirect relationship with the child variable) compared to the higher levels of the adjusted variable where the regression weight (0.0794) (weakens the amount of the relationship any negative role when interacting with the independent variable) compared to the regression weight in the absence of a variable This rate leads to the acceptance of the hypothesis of the research) and as shown in figure 2.



The indirect relationship between employee perceived HPWS and employee innovation was statistically significant through the creative self-efficacy variable based on the value of the statistical indication level (Sig.) where it was below the moral level (0.05) and this indicates that the intermediate variable has a role to play in conveying the relationship between the independent and approved variables, and we note that with the modified variable (promotion) and at its minimum levels it makes the non-direct relationship increase inversely, In other words, as the independent variable increases one unit, the child variable decreases by (-0.013) unit compared to the lack of the rate, so we can conclude that the interaction between teaching management systems and the variable rate (motivation) makes the effect increase negatively compared to the absence of the rate, but for the variable rate interaction at its upper levels it makes the indirect relationship between the independent and adopted variables non-moral as it was found that this relationship was moral without the rate (interaction) for that. We conclude that the non-rate at the levels mentioned negatively affects the indirect relationship.

The indirect relationship with the presence of the low salary levels and the different levels of the adjusted variable (motivation) is found to be statistically non-indicative (non-moral) based on the values of the statistical indication level (Sig.) corresponding to the values of the effects (0.918,0.90) 2.0.891) and respectively where it was above the moral level (0.05) this indicates that the modified variable (motivation) and its interaction with the independent variable (Teaching Management Systems) does not have the ability to modify the relationship.

The limitation

The limitation of our study is that the study was cross-sectional and therefore, the results or findings of our study can be useful at that particular time and cannot be replicated. Hence we were able to find out the causal direction from the high-performance work systems human practices to the Organizational Identity, employee innovation, Creative self-efficacy of the KRG.

The Future research

After implementing high-performance work systems in the Organizational Identity, employee innovation in the workplace, future research should focus on the elements that positively promote creative self-efficacy.

6. Conclusion

To determine the impact of HPWS on organizational identity, employee innovation, and Creative self-efficacy, this inquiry aims to appraise , in this investigation, the purpose is to appraise the effect of HPWS on organizational identity, employee innovation, and Creative self-efficacy (KRG). Improved work processes put firms on the same playing field as their competitors. The benefit that both employees and employers enjoy gives them a win-win situation. The research discovered that organizations with robust work procedures in place foster greater employee innovation. It was discovered that employees' overall job happiness and creative

self-efficacy tend to be greater in the workplace where high-performance work practices are present. Similarly, the perceptions of human resource procedures are roughly equal among the individuals from Kurdistan (job engagement, organizational identification, and Creative self-efficacy).

The study also indicated that the high-performance working system has a substantial association with interactions with other dependent variables, such as organizational identity, innovation in employees. This results in a huge difference in high-performance work systems and Creative self-efficacy among employees who are in charge of creative tasks.

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