



**The Impact of High-Performance Work System on Job Satisfaction through Dynamic Environment**

**Analytic Study of the Academic Staff views at Polytechnic Universities in Kurdistan Region – Iraq**

**A Thesis**

**Submitted to the Council of the Erbil Technical Administration College at Erbil Polytechnic University - As Part of The Requirements for Obtaining a Master's Degree in Technical Business Administration Science**

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**Jan 2023**

## **Declaration**

I declare that the master thesis entitled **The Impact of High Performance Work System on Job Satisfaction through Dynamic Environment: Analytic Study of the Academic Staff Views at Polytechnic Universities in Kurdistan Region – Iraq**; is my own original work, and hereby I certify that unless stated, all work contained within this thesis is my own independent research and has not been submitted for the award of any other degree at any institution, except where due acknowledgment is made in the text.

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## **Dedication**

I dedicate it to my entire family, especially my dear mother. I would like to thank all those who helped me complete my thesis of master's degree. I also offer my master's degree to all Kurdistan and private and public universities. I hope my master's degree will benefit students and organizations in management in a modern way to change their work.

**Shayan Shwan Gardi**

## **Acknowledgement**

First of all, I would like to thank God for giving me the ability to complete my thesis successfully. I thank my beloved mother **Shukriya Tofeeq**, my brothers and my entire family for always supporting me. I would like to thank my supervisor, **Dr. Shirzad Mohammad Mahdi Surchi** who guided and helped me in completing my master's thesis. Thank you to my two dear friends **Zhala Khala Afan** and **Shad Nawzad**. I would also like to thank all those who have helped me in one way or another, and all members of the **Polytechnic Universities (Erbil, Duhok, and Sulaymaniyah)**. Finally, thank you all for your support.

**Shayan Shwan Gardi**

## Abstract

High Performance Work Systems (HPWS) are an essential resource for managers. Although the full results of its placement in polytechnic universities/KRI, data shows that it improves organizational structure and employee morale. Examining the relative merits of multiple organizational models will help formulate the most effective framework for future research. This study investigates the role played by the dynamic environment, job satisfaction, and the role of employees in the relationship between HPWS and workplace happiness. On the other hand, high-skilled labour systems may influence all these things to enhance the competitiveness of polytechnic universities and market conditions at the micro-level. The research aims to express the effect of building the connection between a High-Performance Work System also job satisfaction, service employees, attracting customers, and retaining qualified employees, higher productivity, to explain the impact of the private dynamic environment, economic fluctuations, technological changes, and unexpected market demands on HPWS, and how develop and make competition between to crate develop at Polytechnic Universities KRI. High Performance Work System, in coordination with the various departments, develops and manages organizational initiatives for performance management and quality improvement programs to achieve long-term strategic goals. Replacement or non-provision of modern and advanced electronic equipment to universities will delay the daily work of lectures and administrative affairs of the Polytechnic Universities. The Dynamic environment influences the relationship between HPWS and job satisfaction Polytechnic Universities. Specifically, when the dynamic environment is high, the positive relationship between HPWS and Job satisfaction will be attenuated by increasing service employees, attracting customers and retaining qualified employees, and higher productivity, (H3a). However, when the Dynamic environment is low, the positive relationship between HPWS and Job satisfaction will decrease. And decrease service employees, decrease attraction to customers, decrease retention of employees, and decrease



productivity, (H3b). To achieve the impact of High Performance Work System, Dynamic Environment, and Job Satisfaction interviews and Survey questionnaires was distributed only to lecturers in Polytechnic Universities by Google Form. The analysis was done in SPSS and AMOS program to obtain the necessary and complete data. After the researcher found through data analysis that there is a direct relationship between high performance work system and job satisfaction, as well as the value of the matrix of correlation coefficients between the variables it was found that there is a positive relationship of statistical significance between the high performance work system and dynamic environment. There must be organization and planning for the work structure in universities and lecturers commitment will increase the satisfaction of the community in the university.

**Keywords:** High Performance Work System, Dynamic environment, Job satisfaction, Employees, PU, KRI.

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## Acronyms and Abbreviations

AC	Attracting Customer
DE	Dynamic Environment
DPU	Duhok Polytechnic University
EC	Employee Commitment
EF	Economic Fluctuation
EPU	Erbil Polytechnic University
HRM	Human Resource Management
HR	Human Resource
HPWS	High Performance Work System
HP	Higher Productivity
JS	Job Satisfaction
KRI	Kurdistan Region Iraq
OC	Organization Commitment
PU	Polytechnic Universities
RQE	Retaining Qualified Employee
SPU	Sulaymaniyah Polytechnic University
SE	Serve Employee
TCH	Technological Change
UMD	Unexpected Market Demand

## **Introduction**

Human resource management (HRM) is a process, structure, and strategy used through organizations to oversee their workforce. Additionally, much emphasis has placed on highly efficient work systems (HPWS) or highly efficient work practices in regards to researching strategic HR management, and top-notch HR management practices. To ensure those HR policies, procedures, systems, and programs aligned with the Erbil Response Kurdistan Region Iraq strategic orientation and to support KRI's creation, implementation, monitoring, evaluation, and reporting of strategic HR practices. HRM has credited with having an effect on the outcomes of an organization being refracted from the start to the finish; this includes an employee's general perceptions and behaviours. Research on workers' skills, however, tends to paint an image of workers who are a bit above average. When referring to HPWS, it's important to remember that it can be used to describe an array of activities including entire employment and community involvement, incentive-based compensation, organizational performance, job satisfaction, service employees, attracting customers, and rigorous training programs. (HPWS) foretells critical effects in a dynamic environment, changes in the economy, technological change, and customer demand. The organizational competition affects employee perceptions of HPWS and the aforementioned results of job satisfaction, service employees, customers, and retained employees, and has the opposite effect of increased productivity; in other words, increased productivity realized when employees are confident in their abilities. HPWS is responsible for placing tremendous demands on employees even if the employees have an incredible opportunity or exception role to play. HPWS is viewed as a psychological stressor or maybe able to affect the amount of strain experienced in the workplace, even though it stresses job stability, insists on being in charge of theories, and tries to mold personnel.

Finally, the thesis consists of Theoretical and Practical aspects. It consists Four main parts and Introduction about the entire thesis. The First part Theoretical Background which contain three chapters the main variables (HPWS and JS) and mediator(DE). The Second part about details of Methodology. The Third part which contained of Six chapters about Implementations, Results, and Data analysis. The Fourth and final part about Conclusions, Recommendations, and Future thesis.

**Part One`**  
**Theoretical Background**

**Chapter One: HPWS and Dimensions of HPWS**

**Chapter Two: DE and Dimensions of DE**

**Chapter Three: JS and Dimensions of JS**

# **Chapter One: HPWS**

## **1.1 High Performance Work System (HPWS)**

The theory, policies, processes, also practices connected to the management of people inside an organization are referred to as human resources management. It can also be viewed as the organization's overall endeavour to use people's skills, talents, and creativity to achieve business goals. The attempt to make the best use of available human resources is not solely the responsibility of managers in a single department. All managers, regardless of department, are complicated in activities that are aimed to guarantee that staff has utilized efficiently to meet organizational aims (Adeyinka et al, 2019:4).

A high-performance work system is a collection of human resource strategies that maximize employee knowledge, skills, ability, and dedication to achieving objectives. A high-performance work system is a method that uses participatory form work to improve employees' skills and efforts (Jyoti and Dev, 2016:118). Selective personnel, comprehensive training and development supervision, performance management, and incentives are all part of a high-performance work environment (Fu and Flood et al, 2015). HPWS can be used to influence employee attitudes and behaviours by creating supportive working environments at the individual level (Zhu et al, 2018:5). HPWS is a set of HR policies, work structure, and processes that enable people to maximize their knowledge, skills, commitment, and flexibility. HPWS does not fall into the category of systems of action that can be brought to companies through organizational rules since it is a continuous process rather than a stable state that assures long-term success. It's more of a constant development of a work model, often going through a succession of developmental stages is required. One of the responsibilities is personnel policy selection, staff development, and talent management in accordance with the development process's criteria. As a result, the company creating the HPWS must

first determine what personnel they require before determining effective ways of staff selection and development (Maślanka-Wieczorek, 2014:105). These elements of HPWS, according to proponents, are mutually reinforcing and work as systems in which people have the flexibility and the abilities and motivation to do so effectively, resulting in increased effectiveness (Harley et al, 2010:741).

The term "high-performance work systems" has already been created to explain these changed workplaces. Although, high-performance work systems have increased and involved features, they do more by focusing the competitive advantage achieved through such human resource techniques. Recruit, select, develop, motivate, and retain people are all part of high-performance work systems, which are a collection of different but related hr systems (Zacharatos et al, 2005:77).

HPWS can be thought of as strong systems that consist of internally consistent processes that send employees positive messages and cues. From a meso-level perspective, different departments and agencies are likely to have different opinions of the HRM system's strength inside the organization, but these impressions are likely to be shared among employees within the same department who has exposed to the same system (Messersmith and Patel et al, 2011:1107).

HPWS also aids in the development of high-quality relationships between workers and organizations, allowing individuals to take on the role of an effective organizational agent. Similarly, HPWS motivates employees to identify and respond to challenges also chances rising from environmental changes by empowering them to respond more effectively to environmental instability. Employees can develop and improve their knowledge and abilities as a result of HPWS, making employees better able to reply to these variations (Farrukh and Khan et al, 2021). HPWS includes the improvement of company culture, shared norms, and also values that community. In addition, employee productive behaviour at work, encouraging firms to complete tasks efficiently and successfully. While organizational information systems, communication tools, and

collaboration technologies may enhance work processes and actions, these support systems will be effective until organizational members are prepared with the necessary skills and motivated to use them. This is due to the fact that organization members play a critical role in accomplishing the firm's competitiveness objectives (Rehman et al, 2020:659).

Furthermore, HPWS considers a company's internal and external fit. In response to environmental problems and opportunities, external fit refers to how general HR functions have combined with the organisation's approach. Internal fit refers to the alignment of HR and other departments inside a company. Both of these show a deliberate focus on human resource development in order to address environmental demands. As a result of HPWS's focus on human resource potential and performance, the firm's people are of higher quality. People are capable of detecting changes and responding to numerous business opportunities, after all. As a result, the twin emphases (internal and external fit) are important in producing adaptive capabilities through the development of a high-performing HR system (Wei and Lau, 2010:1491).

HPWS are benefit in dynamic environments that necessitate the use of knowledge resources. Another implication is that information workers who promote organizational flexibility are likely to be valued more highly than those who are not directly connected with the strategic core. As a result, dynamic settings and dependency on information management could be seen as boundary conditions for the framework. Organizations in safe environments and those that rely less on knowledge management may find the approach less useful (Evans and Davis, 2005:771-772). HPWS can also be considered as a component of overall HRM strategies aimed at achieving better results within organizations. Because of the training and development department, as well as job rotation methods that maximize the opportunity to learn, it is thought that employees in high-performance systems work smarter. Employees in the HPWS dynamic context has expected to perform more efficiently by utilizing various types of available

resources in order to achieve better long-term results. The consequences of HPWS place a strong emphasis on teamwork, employee trust, and creativity. Similarly, HPWS's management structures, such as cross-functional teams, the employment revolution, and high-quality circles, aid in increasing employees' cooperative efforts (Fareed et al, 2020:993).

The interconnected HR practices have an impact on one another and have a synergistic effect as a whole. Employees' worth and importance in an organization are connected through HPWS. Employees are sent a message of company commitment also support through High-Performance Work Systems (HPWS) helps as an environmental cue to employees, signifying that the organization values employee aids, acknowledges their value, helps their development, values their skills and expertise, also supports them in interpreting Human Resources activities favourably in the same way as the organization does (Arefin et al, 2019:4).

HR systems or models are collections of work and employment practices suited to a specific set of workers. Large organizations usually have two HR systems: one for management and one for their core group of production or operations staff. It is usual to have separate Human Resources models for professionals, technical specialists, and administrative provision personnel where they are hired. Whereas, there will be some overlaps between these systems, the variations are significant, affecting the kind of individuals selected and how they contribute to company performance (Macky and Boxall, 2007:262).

The rationale behind HPWS' performance impact is that it assists organizations in developing valuable human resources that, when properly deployed, enable them to succeed. Firms with highly valuable human resources, according to the resource-based view, are more likely to attain high performance. HRM procedures are not a resource for businesses to succeed; but the human resource ability that is developed through Human resource management practices is an intangible asset that may be used. Organizations can better coordinate tasks, projects, and people with the help of such human resources (Fu et al, 2019:2).



HPWS exists objectively, but each employee must perceive and interpret it subjectively. The effects of HPWS are based on employees' perceptions of those objective procedures, not on the practices themselves. Employees' individual opinions of how company HPWS is used inside the business are more proximate to, and thus more predictive of, their attitudinal and behavioural results than the firm HPWS reported by managers. Even though, employee perceptions of HR procedures have established at the individual level, it is significant that these views are shared to some extent among employees within the organization in order to achieve desired organizational outcomes (Xi and Chen et al, 2019:4-5).

The development of high-performance work systems is accompanied by theoretical frameworks for measuring the systems' efficacy. The Total Strategic Resource Approach is one system. This system assesses HR practices by combining universalistic, contingency, and resource-based theories. The relativist approach, consistency/fit, international context, and HPWS itself are some of the other theories (Mahdi et al, 2014:2). It is necessary to separate high-performance work systems such as self-organized teamwork, performance-related remuneration, and so on. The systematic deployment of HPWs throughout a company by rearranging the entire work system rather than just implementing individual practices ('bundling of work practices') is a critical factor to improved productivity and stronger financial performance. However, evidence suggests that many businesses continue to use such work methods in a "piecemeal" fashion rather than attempting to implement them in a more inventive manner, limiting the potential benefits of such a systematic approach (Wallner and Menrad, 2012:32-33).

According to the existing literature, the approach small enterprises adopt to HRM (and hence the possibility that they will use HPWS) will be influenced by a variety of factors. These can be divided into three types. The first is concerned with the kind of the market in which the company operates, the second with the company's features, and the third with the amount to which the company has access to HR knowledge. In contrast, the fact that small businesses are far less likely than

larger organizations to hire such specialists due to a lack of economies of scale to justify their presence, one may expect that in the few cases where they do, HPWS adoption will be higher (Wu et al, 2014:37). While the researcher view about definition of HPWS is a high-performance work system can be characterized as a system that is always trying to create a special environment for the employees of the organization to take more responsibility and achieve JS, and their dimensions are organization structure, involvement, commitment, and adaptability.

### **1.1.1 The Dimensions of HPWS**

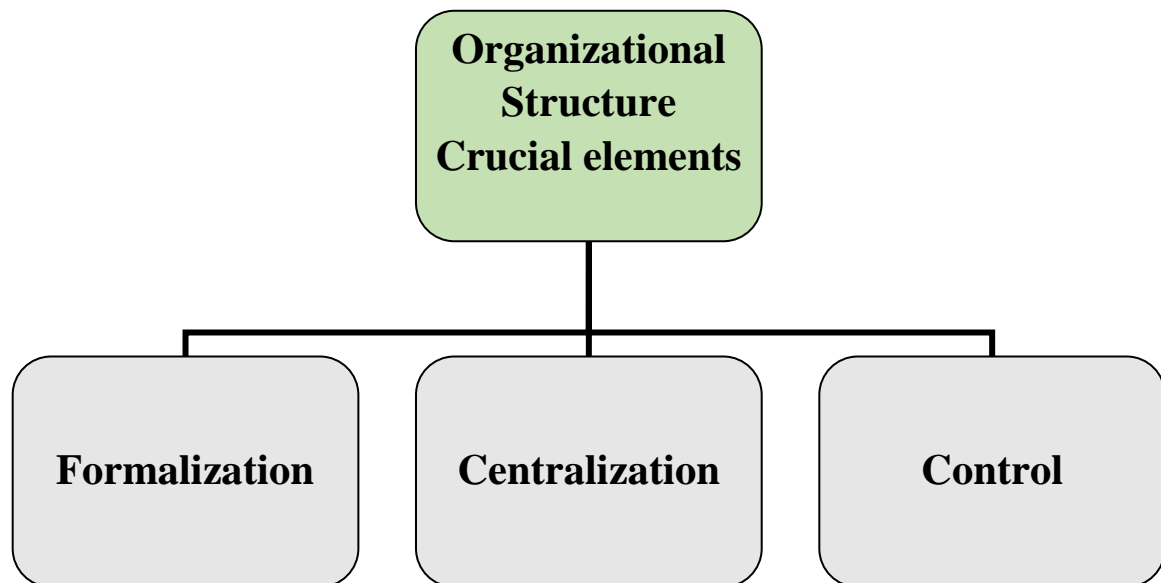
Researchers have different opinions about dimensions of HPWS, but the researcher discusses the following dimensions to suit objectives, problems and assumptions of the research.

#### **First: Organizational Structure (OS)**

The structure of an organization's associations with the jobs, processes, individuals, and groups working to achieve the objectives is called as its organizational structure. An organization's structure is a gathering of procedures for allocating tasks to exact purposes and organizing those (Ahmady et al, 2016:456). (OS) has an impact on how companies act through at least two different mechanisms.

First, structure can have an impact on company-wide performance indicators like profitability or the rate at which innovations that boost productivity are adopted. These performance traits in turn affect behaviour either because they are factored into management plans and calculations or because competitive selection pressures affect companies differently depending on how well they perform. Second, the functioning units or personnel that make up the company may be impacted by the firm's organizational structure. The internal communication and

connectivity patterns of the company may also dynamically shift in response to changes in the economic or social environment (DeCanio et al, 2000:1).



**Figure (1): Organizational Structure Crucial elements**

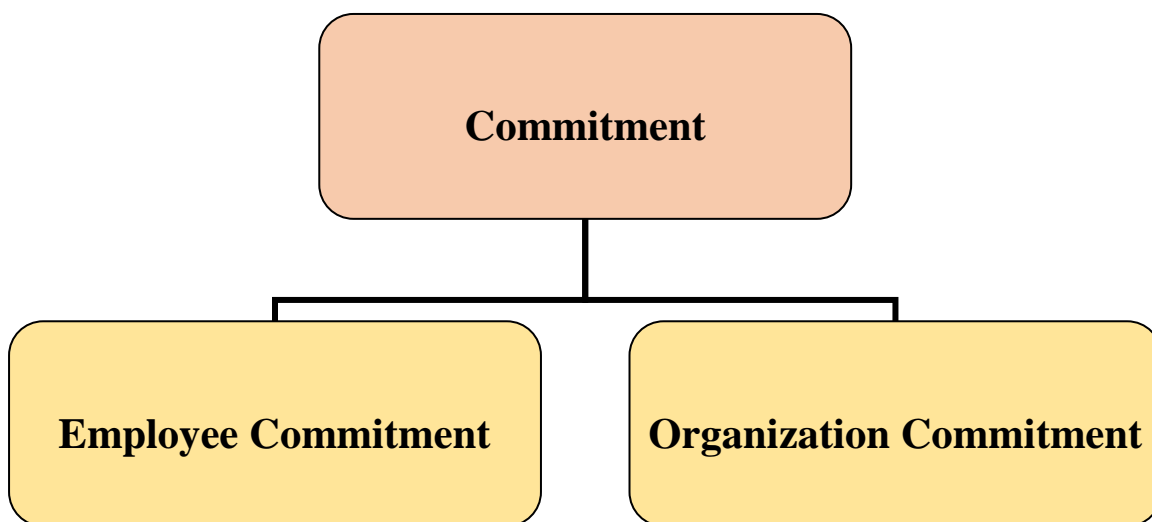
**Source: prepared by researcher**

Formalization, centralization, and control are the three most crucial elements of organizational structure. The degree to which a company employs policies and procedures to dictate behaviour is known as formalization. The degree to which workers are given rules and processes that prevent rather than promote innovative, independent work then learning defines formalization. Explicit rules present in highly formalized organizations are likely to prevent the spontaneity and flexibility required for internal innovation. The term "centralization" describes the hierarchical level with decision-making power. Organizations become decentralized when decision-making authority is held at the top level and centralized when it is distributed to lower levels. Additionally, centralization fosters a non-participatory atmosphere that lessens participant engagement, communication, and work involvement. Target setting, measuring or monitoring,

and feedback are the three phases that make up the cycle of organizational management. Rules, benchmarks, and internal processes can all be used as forms of control in a bureaucracy. Decisions are made better and performance is more predictable when performance control and behavioural prescriptions are developed and implemented (Tran and Tian, 2013:230).

## **Second: Commitment**

Commitment has characterized as organized ways of loyalty to particular principles or behaviours (Cushen and Thampson, 2012:80).



**Figure (2): Commitment**

Source: prepared by researcher

Employee commitment: Since line managers serve as organizational representatives, how much they appreciate and care for their staff may be viewed as a measure of the organization as a whole. As previously noted, factors related to job experience will have the greatest effect on affective commitment. The leadership style of the line manager is a significant factor when evaluating the work experience (Source and Liao, 2015:84). Employee commitment refers to the

connection or support that worker have for the organizations where they work. Employee commitment is significant since it influences whether employees are likely to leave the organization or achieve performance (Mahmood Aziz et al, 2021:56).

Employees at firms with HPWS respond in kind to the commitment given to them through, for instance, in-depth training and awards systems that emphasize both individual and team achievement. According to social exchange theory, employees would be expected to reciprocate with attitudes and behaviours (such as commitment, and contentment) desired by the company if management actions are "viewed as beneficial by employees inside an organization." However, the person who is the focus of the management actions also determines whether or not the activities themselves are perceived as effective (Andresen and Andresen, 2019:6).

Mainly three characteristics were characterized as constituting commitment: (1) a strong belief in and acceptance of the organization's purposes and values; (2) a willingness to use significant exertion on behalf of the organization; and (3) a robust wish to preserve membership in the organization. Porter and his coworkers remained with one of the fundamental tenets of Becker's theory despite providing a new perspective on commitment, namely the close relationship between commitment then turnover. The First constituent emphasizes on the psychological aspects of attachment, while the subsequent, Second are outcomes rather than backgrounds of commitment (Cohen, 2014:264).

Organization commitment (OC): Due to the expenses involved with leaving an organization, employees must pursue employment there. An employee who identifies with an organization and desires to retain membership in that organization to support its goals is seen to have developed organizational commitment (Benkarim and Imbeaw, 2021:7). The concept and measurement of additional commitment types, including a commitment to the occupation, the job, the workgroup, the union, and the work itself, have been impacted by the

conceptual and operational development of organizational commitment (Cohen, 2007:336).

Employee commitment (EC) to the organization will increase as a result of organizational commitment. We contend that as relational leadership conduct entails establishing a welcoming and encouraging work environment for workers, it will be perceived as a sign of organizational commitment and have a positive effect on employees' affective commitment (Sourchi and Liao, 2015:84). A dedicated employee's attitude of loyalty to the company is shown through organizational commitment. There are three different types of organizational commitment: normative, continuous, and effective. Employees' sentiments about joining the company are known as affective commitment; their judgments of the costs associated with quitting the company as called continuous commitment; and their perceptions of their roles and commitments to the company are called as normative commitment (Mahmood Aziz et al, 2021:56).

### **Third: Involvement**

Employer initiatives to increase high involvement the degree to which collections of established procedures and employee workplace experiences are linked varies, which affects how effective HRM systems are. Within the same organization, employees' perceptions of HRM vary due to variations in HRM implementation among organizational units. Because of this, employee emotional outcomes are more closely related to their experiences at work than to defined procedures designed to create a certain work environment. The strength of the employment connection as experienced via the HRM system is shown by the collective perceptions of HRM practices among employees working in the same workplace (Shin et al, 2020). Employees who are active in organizational decision-making outside the basic parameters of their jobs are involved in work-organization

choices as well as other nearby areas of their workplace and the "company as a whole." Whether employees are directly active in an organization or indirectly involved through trade unions or other representatives differentiates organizational involvement in and of itself. Direct involvement has been the goal of the HRM-performance stream, albeit this need not be at the expense of formal processes since it might compete with them (Wood, 2020:409). Employee participation is the state in which the worker recognises with the organization then its objectives and desires to remain a part of it. As shown in various firms, employee involvement is neither the ideal effect nor a means to that goal. Management and organizational philosophy that emphasizes how to best enable individuals to contribute to the ongoing success of their workplace and continuous development. The three main types of involvement, however, are moral, calculating, and alienate. When people embrace and connect with corporate goals, they are ethically invested.

Calculative involvement occurs when people believe they have an exchange agreement with the organization; alienate involvement, on the other hand, occurs when people have negative feelings and attachments to their organizations and feel compelled to stay due to a lack of options or a behavioural compliance system. Employee engagement is a participatory approach that makes use of the best ability of both employees and chosen representatives to enhance employee commitment to organizational success. Additionally, employee involvement is defined as the use of a range of strategies to achieve the goal of providing the employee with a combination of knowledge, influence, and/or incentives (Sourchi and Liao, 2015:84).

## **Fourth: Adaptability**

Working outside of conventional time and geographic limits, managing uncertainty and stress, and resolving ambiguity all require adaptability to be flexible. One may contend that personality traits like adaptability are inborn in humans. This strategy has been used in career study, which views adaptability as a very rigid trait. While assuming that adaptability is flexible, specific recommendations have been made on how people might improve their adaptability. We propose that adaptability is affected by several elements that are both internal and external to the individual (O'Connell et al, 2008:249).

National governments are key players in describing development options in areas in the politics of adaptation and adaptability essential to resilience. The degree of autonomy, the scale, and the resources available for sub-national institutions to develop and put into practice adaptation or adaptability methods continue to be shaped and controlled by the national government. Definitions of adaptation or adaptability, as well as decisions on the most acceptable techniques and ways, are connected with moral judgments and political decisions. Although, sometimes challenged, state authority has a significant influence in determining the narrative of what adaptation and adaptability must or should involve (Pike et al, 2010:8). The capacity to successfully adjust to changes in the workplace is referred to as adaptability. A personality characteristic that each person possesses is adaptability. Since adaptability is a personal trait, it cannot be influenced by the context or environment and is not a situational trait. Individual adaptability affects how people view and handle various situations (Urbini et al, 2021:2). Another definition of adaptability is the capacity to act quickly in a trying circumstance or to come up with a quick fix for a problem. Since nothing is consistent, companies need flexible workers if they want to stay in operation (AGBAEZE et al,



2021:395). It seems that adaptability refers to an actor's ability to affect resilience within a system (Floke et al, 2010).

It is important to point out at this step that, while being connected, adaptability differs from cognate processes like coping and resilience. Resilience refers to effective adaptation in the face of adversity, whereas coping refers to cognitive and behavioural efforts to manage challenging or demanding tasks. As a result, whereas adaptability deals with reactions to change, novelty, and uncertainty that can be either positive or negative, coping and resilience deal with reactions to adversity (Collie and Martin, 2016:4). Regarding a wide range of unpredictable and uncertain work settings, adaptability has also been covered by several authors. These factors may be brought on by a variety of elements, including formal organizational design, altering corporate goals, decreases in or changes to the resources available, or joining a new organization or group (Pulakos et al, 2000:613).

Factors of Adaptability: (Heidrich et al, 2017:5).

1. Adjustable/Generality.
2. Flexible.
3. Change out: Adaptation of performance.
4. Convertible: Change in function: services and space.
5. Configurable: Structure size adaptation.
6. Movable: Fabric's situation has changed.

A vital element used to determine adaptation in the workplace was adaptive performance. Werneke et al. were the first to formulate the idea of employee adaptability in the workplace, they thought of adaptability as an eight-dimensional notion. The dimensions were 1) handling uncertain or unpredictable situations, 2) handling emergencies or crises, 3) solving problems creatively, 4) managing work stress, 5) learning new tasks, technologies, and procedures, 6) demonstrating interpersonal

adaptability,7) demonstrating cultural adaptability, and 8) demonstrating physically oriented adaptability (Sony and Mekoth, 2022:25).

## **Chapter Two: DE**

### **2.1 Dynamic Environment (DE)**

Fast organizations always employ enablers, capabilities, and diverse rules and practices to adapt to the changing demands of the environment as the business environment changes dynamically. The HR function is a structural load subsystem for long-term value creation and competitive advantage (Junita, 2021).

A changing and dynamic HR procedure must be dynamic as well, with dynamic capabilities packed in. Currently, there has been a lot of discussion about the need to constantly build new capabilities and competencies in a dynamic environment, which leads to better HR practices and, ultimately, better HR performance. The antecedents of the organization and strategic routines in which managers acquire and shed resources, integrate them like glue, and produce new value-creating strategies referred to as dynamic capabilities. In a word, these capabilities drive the production, collection, progress, and integration of other resources into valuable competitive advantage resources. Without dynamic capabilities in an organization, change is difficult to achieve. Because change brings with it some influences that must be managed through dynamic skills. These skills involve a long-term investment in skilled personnel. The firm's long-term aims are then supported, and it becomes strategic (Waheeda et al, 2021:284-288-289).

The deficiency of stability and predictability in a company's external environment triggered by fast alteration is referred to as dynamism. Environmental dynamism is one of the elements that have an impact on an organization's Hr functions. This is because, in a dynamic environment, one of the most important

factors determining effectiveness is the workforce's ability to adapt to specific external demands. The HR department must adapt to the changing environment regularly. In these situations, the HR system's flexibility determines whether or not dynamic fit can be achieved. It has been scientifically established that information exchange between managers has a good relationship with performance in a dynamic environment (Panayotopoulou et al, 2003:684-685).

According to (Liem and Hien, 2020:2-4) the complexity of the environment limits managers' ability to make decisions in a dynamic environment, thus managers try to balance the uncertainty in the decision-making process. It is a combination of volatility (the rate at which things change and innovate), uncertainty (the unpredictability of competition actions), and customer demand. (Dari and Isfianadewi, 2020:146) Understand that Dynamic Environment (DE) has an impact on innovation because the power of the environment is thought to exert great pressure on the formulation and consequences of innovative initiatives. Different types of personnel may become strategically useful and unique over time in dynamic environments. If organizations utilize diverse kinds of human resources management systems, this means that their implementation must change (Evans and Davis, 2005:772). Cooperation, partnership, and strategic partnerships are required in this more dynamic environment. As seen by structured overbooking cooperation, resource sharing to create value and the establishment of partnerships to promote innovation and increase financial return are emerging. This relationship of mutual trust with business partners and stakeholders is critical to a company's long-term success and growth. Relationships between participants in cooperative entrepreneurial businesses evolve as mutual trust and commitment are formed (Tajeddini et al, 2020:1-2).

The dynamic environment (DE) is based on a range of constantly changing factors. These variables are intertwined and influence one another, resulting in an environment that is frequently unpredictable and highly volatile. These dynamic

environments can be grouped into two types: macro and market environments. The macro-environment primarily refers to the demands of national policies on sectors of business, which are mostly manifested in external elements like politics, economy, and technology. The market environment's dynamics are an important component of a firm's competitive environment. It depicts how the competitive power of the enterprise varies over time as a result of the recurring competition between the organization and the environment. Changes in the market environment can provide organizations with new opportunities while also posing some risks. The dynamic environment, in particular, increases corporate competitiveness, diversifies customer demand, and accelerates product improvements (Jiang, 2020:186-187). Organizations are under constant pressure to improve efficiency and respond to customer demands in dynamic market conditions marked by high levels of complexity and competition. Such factors influence HRM system adoption and development: High-performance HRM systems are more likely to be implemented by businesses that demand higher levels of market competitiveness, consumer demand, and product/service complexity (Jackson et al, 2014:15-16). Organizations will anticipate by examining two dynamic situations within the company: first, evolutionary change, which will occur gradually and in stages based on organizational capabilities, and will be followed by continual improvement. Second, revolutionary change is implemented fast, radically, and with a specific clear goal. Dynamic capabilities will respond to environmental changes by an engineering based on organizational decisions (Fachrudin et al, 2021:24).

Dynamism broadens a company's possibilities while minimizing inertial tendencies. Dynamic environments enhance information processing needs and complexity by needing frequent strategic and structural changes. In general, skill supplies in more dynamic situations are likely to be more complicated and diverse, necessitating the presence of persons who have the capacity and readiness to deal

with change and complexity. As a result, increased industry dynamism is linked to a larger demand for companies to be dynamic (Datta et al, 2005:138).

Analyze the decision-making processes connected to business model innovation using dynamic management evaluation. Managerial talents that are dynamic highpoint the managerial role in strategic decision-making. Managers are equipped with the skills needed to "create, integrate, and reconfigure organizational resources and competencies," such as human capital, human power, and cognition. The strength of firm-intrinsic dynamic managerial capabilities is a fundamental driver of business model innovation because managerial capabilities impact organizational decision-making. Through their different interconnections, management human capital, managerial social capital, also managerial cognition shape creativity, innovation, and tactical transformation. To learn more about the underlying mechanisms of business model creation, researchers used managerial cognition as a dependent variable. Managerial cognition, in the end, impacts how managers subjectively evaluate the current company model and potential redesign possibilities. Differences in those cognitive evaluations influence the recognition of change and the tendency to act on those designations, resulting in a concrete business model configuration. Infer that management cognitive talents regulate tactical change through business model innovation in dynamic environments, based on past research (Heubeck and Meckel, 2021).

A dynamic process is a set of activities or tasks that are not executed in a predetermined order. It allows knowledge workers to define the process flow at runtime depending on the information they have access to. Regulatory changes (e.g., variations in raw material prices), market progress (e.g., stock price changes), changes in customer behaviour (e.g., rapid changes in customer needs), process development, initiative policy shifts, and exclusions defined through business rules are all examples of dynamic environments. As a result, corporate processes must be flexible enough to accommodate structural and functional changes. Traditional

Business Process models, on the other hand, are designed to reflect predetermined processes that are more or less regimented and lack flexibility. Furthermore, dynamic steps are most often made in a run-time context, and we can't stop Business Processes and resume them from the beginning once they've been changed. Agile, flexible, adaptive, variable, configurable, declarative, and dynamic business processes are all represented at some level of dynamic nature. However, it's still unclear which technique corresponds to which level of dynamic nature in a business process (Kalibatiene and Vasilecas, 2021:4-5).

Customers, rivals, technology, and the ethical and regulatory environment are all examples of changing environments that have an impact on the sales force. Internal organizations and processes change as a result of the organization's exertions to familiarise to, and in some cases, control, variations in the external environment (Jones et al, 2005:106).

In dynamic environments, cloud providers must avoid Service Level Agreement violations and provide Quality of Service, for example end-to-end interruption, duty processing time. As a result, substantial research has been done on dynamic resource management in terms of performance, convenience, energy, and economy, to advantage both clouds calculating users also providers. The basic aspect of supporting dynamic resource management in both advantage and cloud computing contexts is the live movement of process, container, or storage. It can move and synchronize the operating state of an instance, such as a container, from one host to another without causing service disruptions. Without any application-precise configuration or management, live migration provides a general solution. Numerous studies have been done on a variety of topics related to resource management through live migration in cloud and edge computing environments, such as load balancing, over-subscription, consolidation, networking, energy, disaster recovery, and maintenance of hardware and software updates (He and Buyya, 2021:1-2).

Firms that operate in dynamic competitive environments face a high degree of instability, turbulence, and unpredictability in market needs, as well as a fast rate of change. Competitive advantage and firm performance are a function of the firm's ability to quickly (in comparison to competitors) deal with environmental and competitive opportunities and threats (i.e., the capability to compete based on market responsiveness) and create dynamic changes in the competitive market that competitors are forced to follow (i.e., the capability to compete based on innovation) (Way, 2005: 8).

While the researcher view about DE: dynamic environment is a changing work environment that adapts quickly to any natural or human emergency. There are always new ideas, especially in terms of technology, and the dimensions of DE are technological change, economic fluctuation, and unexpected market demand.

### **1.2.1 Dimensions of DE:**

Researchers have different opinions about dimensions of DE, but the researcher discusses the following dimensions to suit objectives, problems and assumptions of the research.

#### **First: Technological Changes (TCH)**

Technology has an impact on a variety of HR procedures and activities. The way human resources engage with data and information is changing as a result of changes in technology. Employer branding, staff recruitment and selection, training and development, and motivation all benefit from the integration of social, mobile, analytic, and cloud technology. Online recruiting (e-recruitment), which involves the use of numerous tools at various phases of the recruitment process, is currently

the most widespread application of digital technologies in HRM (Churilina, 2021:4).

The public sector's use of information and communication technologies with the goal of advancing technology and service delivery is defined as technological change. Making government more responsible, transparent, and successful through encouraging citizen engagement in decision-making (Chinyere and Yamma, 2021: 35).

Rapid technological change, particularly in the digital age, fuels the gap between existing and desired levels of knowledge and capabilities among human workers. Managers' and employees' uneasiness and psychological paradoxes might be exacerbated by information overload. Keeping up with wanted information and competence levels, instead, may result in a huge difference between actual and required human competitiveness levels. Furthermore, the rapid flow of new technologies and paradigms renders utmost existing talents obsolete, reducing the case for developing new abilities that could become obsolete almost quickly. Consequently, responding to technological modification in today's world is a huge challenge (Arslan, 2021).

The mechanisms through which a system converts inputs into useful outputs are referred to as technology. Examples of these processes include the degree of continuity in the production system, the kinds and levels of knowledge needed by the system, the degree of routine and predictability in tasks, and the connections and dependencies between tasks and individuals. The impact of technology on organizational social dynamics has long been recognized (Jackson and Schuler, 1995: 244). Management fees are reducing as a result of the use of new technology within and between businesses. Firms routinely deal with one another without the need for human intervention, and increased availability makes it easier to resolve conflicts and problems. Taking this trend, a step further, some of the most cutting-edge block chain companies are experimenting with smart contracts, which are



designed to specify and execute transactions without the need for human intervention. Of course, this trend implies that the benefits of organizations as entities that internalize transactions are reducing, making market-based transactions more efficient (Birkinshaw, 2018:192).

Fluctuations in factor prices provide relative lack or else a competitive chance, which leads to technological change. The emphasis is on the contextual drivers of technological modification, rather than technology itself.

Technological change has a major impact on:

1. The reorganization of human, object, and technology relationships, as well as material also biophysical environments.
2. Redistribution of agency through task reorganization then reconfiguration.
3. Reformation with reconfiguration of virtual communities and recognised structures.
4. Acquisition or creation of modern practices and their accompanying skills and information, whereas abandoning or altering current ranges. (Glover et al, 2019:170-172).

When a technology change renders a supplier's capabilities obsolete, businesses must choose between staying with their present supplier or switching to a new supplier whose capabilities have not been rendered obsolete. Staying with the old supplier allows the manufacturer to capitalize on close ties already in place, but it also forces the company to deal with the challenges that the supplier faces in transitioning to the new technology. If the change is significant enough, suppliers may be unable to provide components of the quality that the organization expects to compete with the new technology (Afuah, 2000:389). Technology aren't always the lowest-skilled professions, and tasks that have minimal impact on technology aren't always the highest-skilled jobs. As a result, the authors claim to distinguish

between skills, which are qualities of people, and tasks, which are characteristics of jobs. Manual regular tasks, for example, can be found not only in manufacturing and craft occupations, but also in computing and information-processing jobs that require highly competent personnel. In contrast, many low-skilled positions, such as shop assistants or waiters, have interactive, communication, or service responsibilities that are (still) hardly influenced by technological change. To analyze labour demand and returns, simply focusing on employees' educational levels, i.e., using the typical human capital approach, is frequently insufficient to capture the impact of technological development on the jobs (Décieux and Margener, 2021:4).

Economic progress is fuelled by technological change. The pace of progress, on the other hand, is governed by the challenges that organizations encounter in developing and competing with new ideas. Researchers have discovered significant processes through which new inventions influence a firm's competitive advantage. The importance of existing competencies, cognitive frameworks and information filters, complementary assets, and resource allocation mechanisms in determining firm outcomes has been clarified by these investigations. Despite the fact that previous research has looked into a wide range of mechanisms also innovation typologies, they have inclined to focus on how different kinds of technical modification interact with internal resources and product development procedures to effect performance. They have inclined to neglect the role of a firm's external dependences in doing so. Changes in components are frequently used to enable new inventions. Managing technological change from the perspective of an innovative firm includes close coordination between the essential constituent advances and their integration into the last product. The extent to which organizations depend on external suppliers for mechanisms varies. Changes in company abilities, economies of size , scope, and deal costs related to component

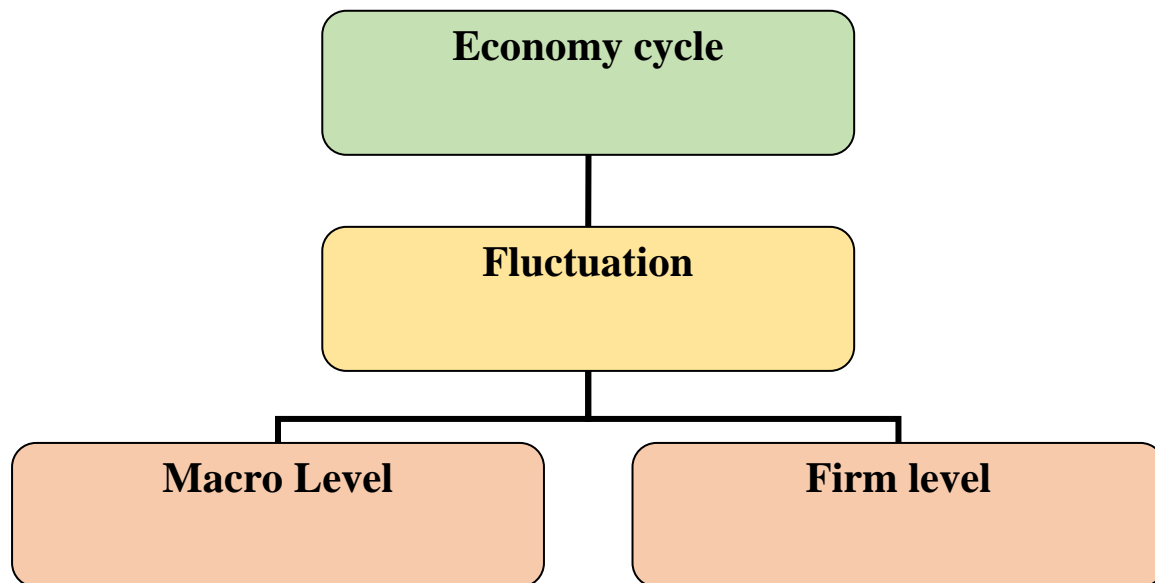
progress all relate to changes in organization production plans (Kapoor and Ander,2012:1).

## **Second: Economic Fluctuations (EF)**

The impact of different changes in the industrial structure on economic fluctuation varies significantly. On economic fluctuation, rationalization and upgrading of the industrial structure are mostly manifested in unpredictable cyclical fluctuation; their influencing methods, however, are significantly varied. The upgrading of the production growth is a major source of economic fluctuation (EF), and the standardization of the industrial structure can help to reduce it (Zhang and Chen, 2018). The deviation of the macro economy from its own patterns, which is a dynamic process of economic expansion and contraction, is reflected in economic fluctuations (Feng and Yuan, 2021:3). Changes in the economy will result in changes in investments, starting off an investment cycle. Whether helps in cost will result in an increase in the economy's production capacity, as institutions intend, is dependent on what the newly released money is obtained by enterprises that will make rational power investments. This entails investing in more efficient production by lowering production inputs and providing goods and services that are in demand. If they do not do so, the economy will simply move its sources from one group of entities to another (Čermáková et al, 2021:2).

Due to the rapidly changing economy, as well as local and global developments, there are many issues or changes that affect human resource management and organizational success across a wide range of issues. The results show that human resource management faces a number of difficulties. The challenges faced by the investigated organization include change management, leader-ship development, human resource effectiveness measurement, organizational effectiveness, compensation, staffing, recruitment and availability of

skilled local labour, succession planning, learning and development: retention, of new hires, as well as benefits costs: health and welfare (Adeyinka et al,2019:1).



**Figure (3): Economic Fluctuation**

**Source: prepared by researcher**

Economic cycle fluctuations result in a variety of changes in the economy, both at the macro and at the firm level. The expansion phase of the economic cycle is generally regarded as a good phenomenon, but it is crucial to remember that both expansion and recession are natural parts of the cycle, and each has both positive and negative effects on individual enterprises. It is required to define HRM practices and allocate them to the individual macroeconomic indicators of the economic cycle in order to establish how economic fluctuations effect HRM practices in businesses (Letkova:207-208). At various spatial scales, from individual industry sectors to national economies, regions, and finally the global economy, fluctuations in the same variables can be observed. Understanding why economic activity leads to instabilities and identifying recurring patterns in a

dynamic environment have always been the main objectives of macroeconomic study and theory (Matutinovi, 2006:575).

During the implementation of organizational changes, a formal interpretation of the task distribution process should take into consideration the dynamism (specifically, the cyclical character) of the task distribution processes. Information on the outcomes of complicated organizational changes that have an impact on the company's economic features and economic security allows management to immediately alter the organizational change process. In other words, timely information regarding how complicated organizational changes affect a company's economic features is critical. This will allow management to make modifications to the process in a timely manner (Drobyazko et al, 2019:97).

The growth structure of the economy has been drastically altered. Restructuring policies for state-owned firms, which once dominated the economy, have been emphasized. The government's development agenda focuses improving the business environment, which includes organizational, legal, and economic issues. The government industry is receiving more attention and support in order to improve access to training, finance, information, technology, and company development. Economic reform has been advocated in order to generate high-quality human resources to meet the growing demand of organizations (Nam and Luu, 2021:4).

The ecosystem of a company is greatly impacted by economic changes. In a thriving economy, there is an increase in production, employment, wages, and profits, and new investments boost production. As the upswing goes on, however, production costs increase, raw material shortages may impede output, interest rates increase, prices increase, and consumers reduce their purchases in response to higher prices. Stockpiles grow as a result of lagging consumption relative to production, which drives down prices. Manufacturing job losses, decreased investment, decreased production, and a rise in unemployment are all occurring.

Cycles of success and failure have an impact on the majority of businesses (Glenn and Malott, 2004:94).

### **Third: Unexpected Market Demand (UMD)**

Its absurdity stems from the absence of any economic calculations. The entrepreneur is a player who is responsible for his or her own success or failure while also being guided by creative destruction. Capitalism is a system that generates change and, as such, cannot exist in a static state. The drive that guides and puts the capitalist system in motion is the introduction of new items, new production and distribution methods, new marketplaces, and new types of industrial organization. If a company or an entrepreneur wants to thrive in this environment, they must adapt and innovate. A critical mass of invention, or, to put it another way, the entrepreneurs' actions, causes creative destruction. Entrepreneurs are motivated to take action by their curiosity. The heroic character thereof is what propels them to take up new, unexpected, and innovative deeds. Innovation is what allows an entrepreneur to grow their firm and strengthen their market position by pushing the boundaries of their own market and establishing new rules in the face of uncertainty. As a result, Schumpeter describes entrepreneurship in economic terms, emphasizing the concept of discovering potential markets and applying them through development (Langu, 2022:58).

Increasing product diversity is one method that companies can use to maintain and grow market share by meeting customers' demand for diversity. Production businesses are exposed to these and many other aspects of a dynamic environment, and they sense the resulting complexity, for example, through the regular adaptation of the business processes to satisfy present and future market demands. Developments such as diversified customer demands, shorter product life cycles, resource scarcity, and declining organizational depths all contribute to these market

demands. This is why; in order to meet these problems and adapt manufacturing methods to the growing product variety, marketing process has been developed in production of goods. In this sense, marketing is described as providing products and services that are designed to satisfy the specific demands of different customers while maintaining near-mass business efficiency. Production system flexibility is one technique to attain this goal (Garcia et al, 2021:1195).

(Wang et al, 2021:2) mentioned that the Customer expectations about a product's features are referred to as market demand. It's a collection of attraction components related to a product that a business might offer to new and potential customers. Facilities in the area adjust to unpredictability in demand, which is crucial for reimbursement and regulatory rules in the business. The basis of legal fees and reimbursement levels are the correct calculation of expenses and understanding of their structures. As a result, rates should be set at a level that encourages wards to maintain reserve capacity when it is an expense response to changing demand (Boutsioli, 2011:49).

Avoiding unexpected force exertions, on the other hand, demands anticipating unexpected events, which demands the use of sensing, situational awareness, planning, and decision-making capacities. As a result, a collaborative system without appropriate exteroceptive sensing cannot be deemed a safe companion in the area of current interaction. Indeed, a collaborative system must predict and avoid any potentially dangerous situations based on its own insight in order to engage safely with a human operator (Garcia et al, 2021:1196).

Unexpected events, like modifications to the requirements for the design, could happen at any time and delay the development of a workable solution. The design process can be hampered and results can be postponed by late customer requests or an agent failure, which can range from minor to fatal. The ability of the design to adapt to changes in design requirements is the primary characteristic of an agile design system. A disruption in the dynamic design process caused by the change in

design criteria may call for additional iterations before a workable design solution is reached. When the design process satisfies new requirements with the fewest number of iterations as possible, this adaptability is the least expensive and time-consuming (Platanitis et al, 2010:5).

Customers' and markets' needs are always changing, producing in regularly changing demands for quantities and varieties of goods. Production lines evolve in response to changing needs. As a result, the basic production focus is shifting from fixed to flexible, adaptable, and reconfigurable systems, making custom systems obsolete almost immediately after they are developed (Friederich et al ,2022:3).

Demand shocks have a dynamic impact on businesses' upcoming production and profitability through two different channels, even though they are already being produced. Demand shocks first affect firms' end-of-year inventory levels once they are realized, which has an impact on investment and exit decisions. The availability of collateral and the health of the balance sheet are typically the two factors that determine borrowing limits for corporations, and demand shocks have an impact on both. Because of this, demand shocks like productivity can have an immediate effect on long-term business activities and performance like growth and turnover (Kumar and Zhang, 2019:307).

Adopting new and crucial technologies into business is highly advised, but first it is necessary to identify which business areas require technological changes. Then, in order to achieve a competitive edge in the specific market sector, relevant solutions must be inspected. However, while there are numerous information technology solutions available on the market, the true problem is determining which technology is best suited to the individual business objectives and requirements. Because of the changing nature of the market environment and business possibilities, a firm's agility is a key component in determining its capacity to respond to market changes in a proactive manner (Khan, 2020:128).



Organizations encounter a variety of problems, such as unforeseen demand, unpredictable supply, a lack of or damaged infrastructure, a lack of logistics resources, and a lack of information. Businesses adjust their operations to the demands of the environment in response to this ambiguity and/or changing events. Agility has been asserted to have the capacity to grow and preserve operational responsiveness and flexibility. It deals with unforeseen logistics, immediate logistics, risks, and un-certainties. Agility allows organizations to thrive in a tumultuous and volatile environment. Supply chain agility allows businesses to respond more rapidly and efficiently to market fluctuations and other concerns. To develop products that meet the changing needs of customers, a focused firm needs supply chain agility. Supply chain agility allows organizations to respond swiftly to fluctuating demand and short product development cycles. To manufacture innovative products that meet the expectations of customers, supply chain agility is essential. Companies employ supply chain agility to gain a competitive advantage (Dehgani and Navimipour, 2019).

## **Chapter Three: JS**

### **1.3 Job Satisfaction (JS)**

In today's highly competitive business environment, job is one of the most important areas of people's lives. Later in life, customers spend practically all of their waking hours working, and worker job satisfaction receives more focus in their jobs. As a result, job satisfaction (JS) is critical to productive work. In agreement with the influencing issue of job satisfaction, a huge number of contracts are required to manage our culture's prosperity. As a result, job satisfaction has become a popular theoretical concept in a wide range of domains, including social consciousness. Job satisfaction is an important factor in the management of organizations, and it is one of the leading indicators of a society's strength. As a result, employers pay more attention to concerns of job happiness. Employee satisfaction is critical for administrations. Then, pleased employees contribute to the administration's efficacy and long-term success. An organization's efficiency and output are dependent on its employees, and "a cheerful employee is an operative one."(Abid and Hussain, 2019:14).

HR strategies that incorporate the HPWS construct can lead to experiences of accomplishment, responsibility, personal control, self-esteem, also meaning at work, all of that can lead to increased employee job satisfaction. Furthermore, HPWS is thought to boost social engagement and social recognition, minimize ambiguity in the workplace, contribute to increased career opportunities, and increase a personal feeling of coherence. As a result, HR strategies that result in a multitude of positive outcomes for employees are likely to result in higher levels of job satisfaction (Kloutsiniotis and Mihail, 2018:10).

Satisfiers and dissatisfies are factors that influence job satisfaction. The first category comprises accomplishments and responsibilities. Second, hygienic elements such as working conditions, rewards, and coworkers support are included.

A series of assessments emphasizing on various aspects of work that represent how much a person appreciates their job is referred to as job satisfaction (Silva et al, 2021:2).

Job satisfaction (JS) is described as a pleasant or positive emotional state rising from an evaluation of one's work skill. It is the result of employees' insights of how well their job provides the items that are evaluate factors to them (Azeem, 2010:1).

In a specific way, it could be understood as the employees' feelings or general attitude about their jobs. (Eslami and Gharakhani, 2012:87). It's important to determine how satisfied employees are at work for a range of reasons, and the results of job satisfaction surveys include an impact on both workers and supervisors. From the viewpoint of the workers, it is personality that people prefer to be treated humanely. It could be a reflection of great service if employees feel respected and satisfied at work. In the views of the organisation, high job satisfaction can lead to higher employee performance, which affects the business' success (Ali and Anwar, 2021:22).

Job satisfaction is the basis for greater employee performance as well as increased employee loyalty. Employee work satisfaction has always been a major issue in all businesses. High productivity and high turnover have influenced numerous agencies given the lack of job satisfaction. Due to a failure to recognize the unique opportunity that lies ahead of them, very few organizations have made employee satisfaction a priority. In light of increasing employee satisfaction at organizations, supporting their demands and bolstering them in a technical way is important, since employee unhappiness can cause a market share to drop and potentially harm profits (Sareen, 2018:1231). Job satisfaction refers to the extent to which people enjoy or loathe their work, and it indicates a worker's attitude toward how well they enjoy their jobs and how positively they feel about their obligations in companies. It is frequently regarded as one of the most crucial aspects of worker

conduct. Job Satisfaction, for instance, reduces negative behavior, unavailability, and turnover (Dorta-Afonso et al, 2021:3).

Job satisfaction (JS) is an enjoyable, all-encompassing expressive response to one's employment. Job satisfaction is sometimes confused with overall or global contentment, and it is measured through questionnaires that ask people how much they enjoy their jobs. The impact of emotive dimensions of work on various organizational outcomes, such as individual employee performance and achievement of corporate goals, is widely acknowledged. As a result, interest in assessing job satisfaction is as strong as it was nearly 60 years ago when the first affective job satisfaction indicators were proposed (Marcos et al, 2020:3).

Academicians' job satisfaction varies little from that of others; it is influenced by a number of characteristics, including prestige, self-esteem, independent working style, and a supportive supervisor. To be satisfied, they require freedom, devotion, and obedient coworkers. To be an efficient leader, one must first prepare, train, and develop one's own personality. Appreciations used to bring them more happiness than monetary rewards (Gopinath, 2020:2338). Many of the elements that have been identified as antecedents of job satisfaction can be improved by using HPWS methods. Job satisfaction is a state of mind that may best be described as a person's reaction to what occurs at work. Task features that test an employee's skills, allow for the completion of the entire job, allow the employee to recognize the importance of their work, offer discretion, and provide feedback have all been found as having an impact on job satisfaction (Chowhan et al, 2016:4).

The significance of job satisfaction is further underscored when one considers the numerous detrimental effects of job dissatisfaction, including a lack of loyalty, increased absenteeism, and an increase in the frequency of accidents. Job satisfaction is characterized by three important factors. Organizations should be driven by human values first and foremost. Such companies will place a high value on treating staff members fairly and politely. In these situations, work satisfaction

can serve as an accurate barometer of employee performance. Employees who are highly satisfied with their jobs may be in good emotional and mental health. Second, employee behaviour is determined by their level of job satisfaction, which has an effect on the business operations and activities of the firm. From this, it may be stated that job satisfaction causes positive behaviour and, conversely, unhappiness with work causes negative behaviour among employees. Third, job satisfaction may be used as a proxy for organizational activity (Aziri, 2011:4).

According to (Van Scheers and Botha, 2014:100) Organizations that want to generate a work environment that promotes workplace satisfaction should have the subsequent elements:

1. Work arrangements that are flexible, including the possibility of telecommuting.
2. Opportunities for professional development and training.
3. Interesting work that provides diversity and challenge, as well as opportunity for the worker to sign off the end product.
4. Possibilities to put one's skills to good use and be innovative.
5. Possibilities to take charge of and direct one's own work.
6. A work atmosphere that is steady and secure, with employment security and continuity.
7. A workplace in which employees are reinforced through an approachable supervisor who offers timely feedback, in addition to pleasant team members.
8. Advantages that are adaptable, for example child care also exercise facilities.
9. Up-to-date technology.
10. Competitive pay then advancement possibilities.

Job satisfaction is a significant component that has the ability to influence work productivity. An employee's job satisfaction determines whether the task is

enjoyable or not. If the job is enjoyable, the employee will be satisfied; if the job is not enjoyable, the employee will be dissatisfied. Employees that have a strong sense of speed will be encouraged to work harder (Ekhsan et al, 2019:412). Job satisfaction is personal and depends on the person. This explains that if employees are highly motivated to do the duties allotted to them, their job happiness will improve as well. Therefore, it can be stated that the stronger the employee's motivation, the higher the employee's job satisfaction will be (Sudiardhari et al, 2018:12).

Employee attitudes toward their work, work situations, and teamwork between leaders and employees all play a role in job satisfaction. When leading a company, a leader may ensure that his employees are satisfied with his leadership. As a result, choosing the correct leadership style to apply to employees will have an impact on employee work satisfaction (PANCASILA et al, 2020:389). The degree to which a person is content with his or her employment is regarded a crucial component in his or her mental health; also it can move his or her work performance, commitment to the organization in which he or she works, and associations with internal or external customers. Global economy, worker mental health is a critical aspect in the effectiveness and well-being of enterprises and organizations (Karavasilis, 2019:4).

Job satisfaction is a psychological response to one's workplace. As a result, it can't be witnessed; it can only be assumed. The degree to which the outcomes meet or exceed expectations is often a deciding element in job satisfaction. People are more likely to acquire negative attitudes about the job, the manager, and/or their coworkers, for instance, if they feel that they are working much harder than their peers in the department yet are receiving fewer benefits. On the other side, if individuals believe they are being treated fairly and fairly compensated, they are more likely to have good attitudes toward the job, which are the most significant features of a job to which people respond effectively. The work itself,

compensation, promotion chances, supervision, and coworkers are the two Emphases. Job satisfaction is so energetic that a deficiency of it can cause apathy also a lack of dedication to the business. Job displeasure is a forecaster of job termination (Nadinloyi et al, 2013:299).

While the researcher opinion about JS :Job satisfaction consists of employees' are being satisfied with their job performance and the systems in place within the organizations that make employees loyally continue to work and innovate, and the dimensions of JS are serve employee, higher productivity, attracting customer, and retaining qualified employee.

### **1.3.1 Dimensions of JS:**

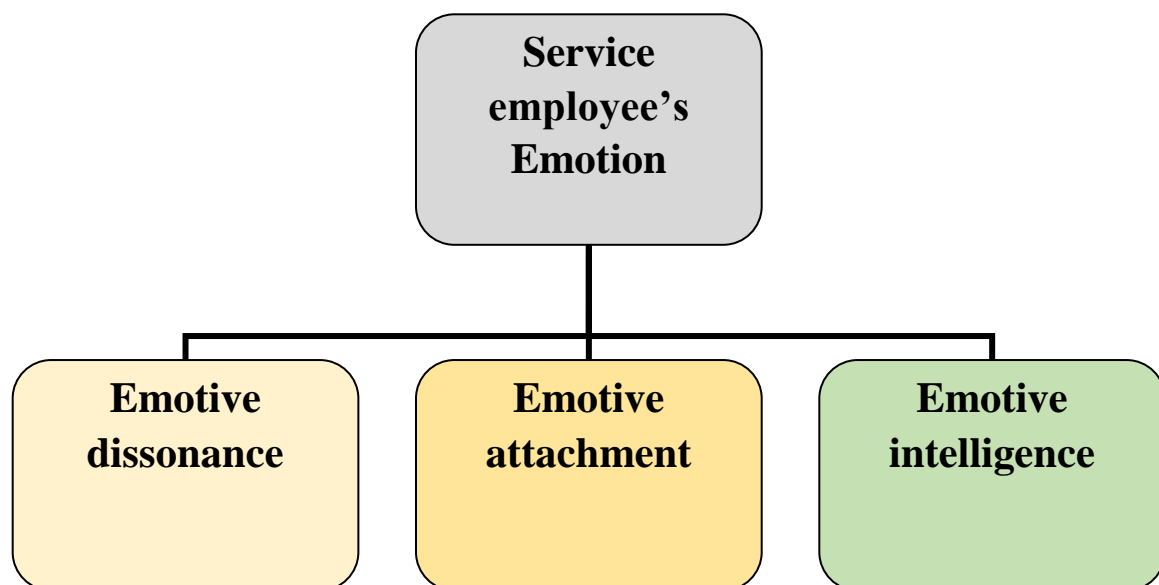
Researchers have different opinions about dimensions of JS, but the researcher discusses the following dimensions to suit objectives, problems and assumptions of the research.

#### **First: Serve Employees (SE)**

Service has become extremely relevant in practically all commercial interactions during the previous decade. Because service is becoming more important, companies are start to hire also train people who have duties for both internal (e.g., managers) and external (e.g., customers) stakeholders (Agnihotri et al, 2014:164). A physical location in which a marketplace conversation is performed, provided, and consumed within a service organization is referred to as a "service scape." In addition, a service scape is made up of three different forms of objective, physical, and measureable inputs. These inputs are described as organizationally controllable, ability of enhancing or constraining worker and

client approach/avoidance decisions, in addition to easing or else hindering worker/client social contact. There are three environmental stimuli dimensions:

1. The environment.
2. The design and functionality of the place.
3. Signs, symbols, and objects. Although all service settings, including physical and virtual services capes, experience rooms, cyber capes, ships capes, and, sports capes, contain objective, organizationally controllable stimuli that influence people collectively, they also contain subjective, hard to quantify objectively, and organizationally uncontrollable stimuli that effect customers' and employee method and social interaction decisions in diverse habits (Rosenbaum and Massiah, 2011:471-472). More employees visible on the retail floor and/or adding enhancing aspects to the store environment are two possible strategies to reduce the negative effects of high wait times and customer density expectations (e.g., music). Cues in the store environment influence service expectations. Furthermore, features of the store environment have been observed to influence patronage intentions (Grewal et al, 2003:259-260).



**Figure (4):Service employee's Emotion**

Source: prepared by researcher



According to the requirements of certain service interactions, service employees are supposed to portray good emotions while suppressing negative ones. A service employee's emotional states (e.g., emotive dissonance, emotive attachment, or Emotional intelligence (Wen et al, 2019:121). can have a great impact on the organization. Employees can use emotional labour tactics (such as surface, deep, or real acting) to meet the store's required emotional display criteria while providing high-quality service (Lam et al, 2022:1).

Cognitive and emotional dissonance share many characteristics. Particularly significant are the next three ideas. The cognitive dissonance theory postulates that:

- (1) Individuals are perceptive of discrepancies between their beliefs and behaviour;
- (2) Upon becoming aware of such discrepancies, individuals are motivated to address them.

- (3) When attempting to address such discrepancies, individuals frequently go back to the original cause. When these ideas are applied to emotional labour, a worker who is surface acting may notice a discrepancy between their felt and expressed emotions and be motivated to close it. The employee would return to the emotional disparity's origin in order to close the gap.

Represents a brand related mood or mental state Successful companies create an emotional connection with their target audience. These brands elicit sensations of imminence, love, and trust that go beyond the purely intellectual level. Consumers' emotional connection is thus the product of a long-term relationship between customers and suppliers, rather than a short-term engagement. This attachment develops as a result of the customer's interaction with the service and the firm's extensive marketing efforts. Due to their intangible nature, services such as financial services are thought to be emotionally appraised by customers. Customers' emotional attachment has therefore been established as a crucial factor in consumer evaluation, satisfaction, and loyalty (Suhartanto et al, 2019).

They believe that emotional intellect is a subset of social intelligence, which is defined as the capacity of people to monitor their own and others' emotions, as well as the capability of emotion recognition and use of emotional information to lead thoughts and behaviours, and that emotional intelligence consists of (3) types of capabilities: emotion assessment and expression, feeling rule, and the capacity to utilize emotional information to guide thinking and behaviour. The idea was refined, and the four-dimensional emotional intelligence model was developed, which includes emotion recognition, integration, knowledge, and management. Emotional intelligence is defined as the capacity to perceive and control one's own and others' emotions, as well as motivate oneself, regulate emotions, and manage relationships (Wen et al, 2019:121).

Employees in the service business and their work performance present an outline of service employees' customer-linking activities before giving a justification for the impacts of work stress on consumer service worker performance. At least three service professionals' client-linking actions. First, service personnel may improve the image of their company by promoting its products and services to third parties (i.e., customers). Second, service staffs are in a position to uncover consumer desires, requirements, and expectations, which may then be connected to the company in order to better serve clients. Third, customer ratings are influenced by the service representatives with whom the consumer interacts. This type of high-quality engagement improves a company's customer satisfaction levels. These client-connecting to activities may assist keep recent clients while also attracting new ones through satisfied customers (Netemeyer et al, 2005:132).

## **Second: Higher Productivity (HP)**

Because everyone understands what productivity means, it has become a globally recognized term. While productivity encompasses both professional and management principles, there is rarely any confusion. Humans prefer productivity in the form of intangibles such as confidence, commitment, and work complacency, as well as in the form of production metrics, turnover scales, as a measure of client conciliation, plan, and in the form of intangibles such as morale, commitment, and work complacency. When the same amount of work is done with fewer resources, productivity rises, implying that this period is better than the last. The overall productivity is a measure of total output to total input of all resources. Productivity adapts economic and social life to changing conditions and demands on a continuous basis. Productivity maintains an important balance among the various parts of industrial activity, resulting in a final output with the least amount of work (Singh and Singhal, 2021: 832).

Higher productivity (HP) ensures lower creation costs, higher generation, and the most efficient use of available resources. Productivity is getting a lot of weight with manufacturers, employees, and customers. It is being employed with great success in government, commercial, and other types of businesses, as it has already been said that better productivity means more revenues, which can be used to install new technology and improve the enterprise higher. Increased productivity is a crucial method for managing an economy's social and financial sustainability.

These are the methods for increasing productivity:

1. Measure all operations for productivity; measurement is the first step in managing and controlling an organization.
2. Examine the framework as a whole when deciding which processes are most significant; productivity level is crucial.

3. Develop strategies for increasing productivity, such as obtaining suggestions from employees (possibly by forming teams of workers, specialists, and managers), focusing on how other companies have enhanced productivity, and evaluating how work is done.
4. Set clear objectives for development.
5. Make it apparent that management supports and encourages increased production.
6. Consider motivators as a way to empower employees for their commitment. Improvements should be measured and published (Sultana, 2019).

Increased Productivity's Challenges: Production is the primary function of a manufacturing company. Consumable goods industries have faced challenges as the economy has changed. To meet these problems, the HR manager must implement creative product processes, productivity-boosting tactics, and effective technology management in order to ensure the unit's long-term viability. In this case, the HR manager's solution for long-term success will be an inventive method. Technology is what drives the economy in today's competitive environment. Workers are divided into two categories: skilled and unskilled. The incentives for skilled workers are higher, whereas those for unskilled workers are lower. If this trend continues, production will suffer. As a result, the HR manager should take the required steps to boost productivity. The 'How throne Experiment,' undertaken by 'Elton Mayo,' validated this point. There are also social factors that have an impact on productivity. People are social creatures, and their social features influence their production. Economic rewards and productivity do not always go hand in hand. Workers' conduct is influenced by a variety of non-monetary incentives. To boost productivity, a sense of belongingness and mutual understanding is required at the production plant (Adeyinka et al, 2019:8).

A large deal of money, energy, and time is squandered, which, if correctly utilized, would result in increased output and, as a result, greater income for the communities concerned. Organizations, regardless of their type, must always strive to attain their company objectives; else, their existence will be more of a fantasy than a reality. The level of productivity of any corporation is often utilized to evaluate its performance. However, this might be argued to be contingent on the workers' attitude and morale as measured by their level of job commitment. As a result, no firm can afford to overlook one of the many aspects that might help to increasing employee commitment, namely motivation. Land, capital, labour, and the entrepreneur are the basic elements and factors in all productive activities. Labourers and entrepreneurs are both human beings, and as such, they play a vital role in any productive enterprise (Srivastava and Barmola, 2012:89).

Employees can contribute to increased productivity by using higher-quality imported inputs or extracting technology from imported intermediates and capital items. They also highlight a variety effect (in which a greater variety of available intermediates improves production efficiency), a quality effect (produced by imported intermediates that may be of higher quality than local ones), and a learning effect (in which importing firms acquire a portion of the technology incorporated in imported goods). If importing boosts productivity, firms may self-select into export markets, which can help them succeed in these markets. This may help to explain the empirical regularity that two-way traders are, on average, the most productive firms (Vogel and Wagner, 2010:5-6).

Capital accumulation, enhancing human resource quality, and economic, social, and political institutions are three fundamental criteria for economic growth and development in a region. The community will be able to participate if all three conditions are met. They'll use their skills and abilities to increase rural productivity. Village finances will be supported for rural economic output and rural

human resources throughout the next five years of village development (Sara et al, 2021:382).

### **Third: Attracting Customers (AC)**

Marketing is the primary means of attracting customers in by promising to meet their wants and requirements (Elshabrawy et al, 2017). Because of stiff competition between organizations to give the best for the client and the presence of various choices also replacements in the market, the goal of attracting and retaining clients is a difficult jobs for the corporation and its marketing device. It has become more cost conscious and less accepting of any organization's mistakes, as well as more demanding, making it tough to satisfy. The organization's difficulty is not to satisfy the customer; this is a goal that all businesses strive for, but the problem is to keep the customer satisfied. The main goal is to please the consumer and earn his loyalty, and businesses work hard to do so by employing many kinds of promotional mix, such as advertising, sales promotion, personal selling, also public relations (Hassan and Saeed, 2021:55).

“The ultimate objective of any given marketing approach must be to attract, satisfy, and recollect clients”. Attracting new customers serves a big reason. For first off, the previous customers of any innovative good or service supply the necessary funds to cover the costs of research, development, and promotion complicated in bringing a new product to market. To expand their firms, marketers must immediately develop favorable revenue streams. Furthermore, because it is impossible to keep all buyers as clients, it is vital to continually gain new customers to replace those that quit. Second, new clients are significant because they provide the possibility for lifetime value, which is the stream of income that accrues throughout a customer's engagement with the company, in addition to an original transaction (Bridges et al, 2005:3).

In situations in which companies practice numerous forms of price or promotion discernment amid their clients and in which customers believe (1) that product quality varies, and (2) that clients' capacity to discern quality prior to buying varies. Many things are "search goods" for specialists but "experience goods" for learners due to disparities in ability.

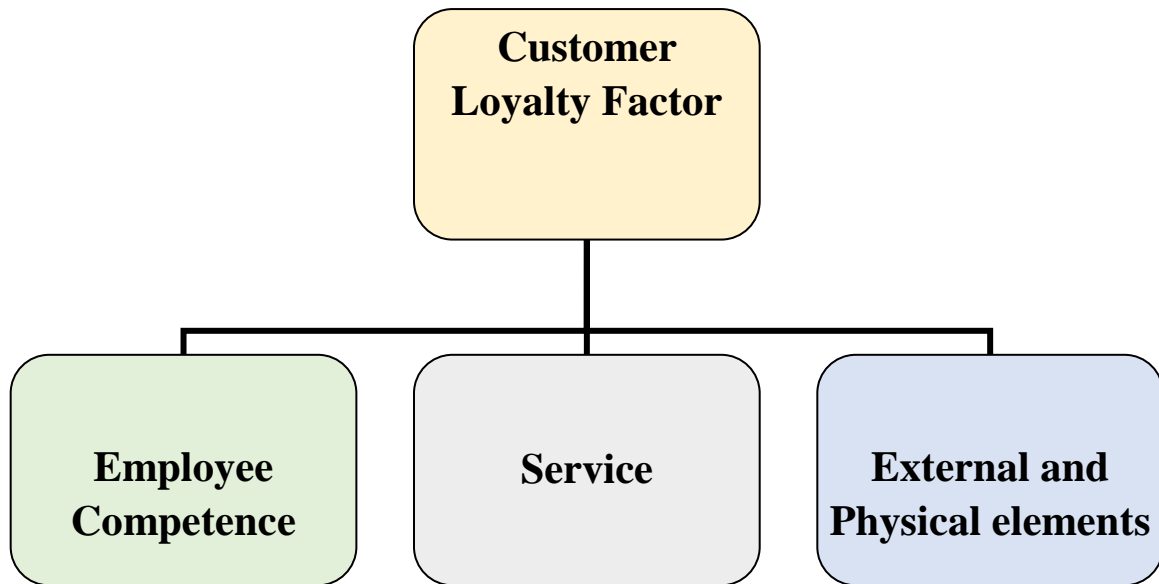
Non-targeted consumers are attracted to quality inferences that directly connect to non-targeted consumers' objection to individual fit and fairness. Before these posited positive quality inferences may outweigh idiosyncratic fit and fairness in influencing new customers' selections, four conditions must be met. To start deprived clients essential feel that privileged clients are better able to discern quality before making a buying than they are. Second, providing a promotion to entice the advantaged group to inspect the core product must be costly for the seller, thus appealing to discerning specialists who would not purchase after examination would harm a low-quality seller. Third, deprived customers' doubts must be primarily linked to concerns about "more-is-better" qualities. Vertical qualities are a term used to describe these kinds of features. If the indeterminate-value features are matters of individual taste (i.e., ideal point rather than vector attributes), beginner customers cannot rely on expert consumers' inferred attraction to the goods to decide what they want. Fourth, quality doubt should be clear, and a quality inference rule that is both available and accurate must be provided. Existing behavioral research demonstrates that inferences play a minor role in choices when customers have other predictive bases for rating quality, but they may take over when doubt is great and other predictive bases are unavailable (Lo et al, 2007:129).

The 4Ps (Product, Price, Place, and Promotion) are a good example of short-term methods in marketing and sales. It is required to conduct a strategic marketing activity that is a basic activity of whole top organizations and involves all departments within and outside the organization. A complete use of customer data that goes beyond traditional customer survey activities is the key to today's

marketing efforts (Kojima et al, 2010:15). In order for institutions to meet the needs of customers, their products should be affordable; they should consider comfort, convenience, and effective communication; they should consider customers' interests and try to charge them less, according to Robert's comment to the seller which also called 4C's. Customers should expect to get something from their purchases. The price should be in line with the customer's ability. Customers who purchase their goods should have access to it. Finally, promotions for such products should be made available to new customers (Pour et al, 2013:3274).

Attempting to define loyalty proves to be more difficult than anticipated. The main issue is whether or not loyalty is a behavioral trait that is linked to attitude. The phrase "loyalty" conjures up ideas like "interest," "love," "honesty," and "commitment." For the reason that it is considered that loyalty has a positive effect on satisfaction, satisfaction criteria are frequently used to represent loyalty. Despite this, research shows that assuming that dissatisfied customers will go while satisfied customers stay is overly simplistic. Customer loyalty is a key for returning customers. However, when someone buys from a company several times does not mean that he or she is attached to that company; it could mean that he or she is uninterested. As already stated, the value of loyalty characteristics varies from one company to the next. The following are some of the most important factors that influence customer loyalty:





**Figure (5):Customer Loyalty Factor**

**Source: prepared by researcher**

1. Factors affecting employee competence, such as all personality, behavioral, then external elements of bank service providers. These elements include all features of service providers, such as attire, close relationships between employees and consumers, and a desire to respond to clients, which may include customer satisfaction and loyalty.
2. Factors relating to services include the type and features of an organization's services. After a customer refers to a service organization, it is for the purpose of getting services from that organization, and thus separates it from other organizations in terms of service variety, remote services, service stability, loan payment terms, etc.
3. External and physical elements of presenting services, such as exterior and internal opinions of branches, hours and work days, and putting branches close to business then office locations, are all examples of environmental physical factors (Kord et al, 2018:18).

#### **Fourth: Retaining qualified employees (RQE)**

One of every company's key aimed to retain high-level personnel. Employees that are regarded talented and vital are the focus of the retention procedure. In recent years, the human resource management sector has been preoccupied with retention management. Employees may readily shift occupations as a result of globalization and liberalization, making it impossible for businesses to keep them. It's a great idea to use the concept turnover at this time. Employee turnover was initially described as the migration of personnel outside of the company's limits. Companies who are successful in retaining staff and lowering turnover rates enjoy a competitive edge (Mousios, 2021: 13).

Employee retention is a technique in which employees are encouraged to stay with the organization for as long as possible or until the project is completed. Both the employer and the employee benefit from employee retention (patgar and Kumar, 2015:1). Employee Retention Is Important: For all organizations, employee retention has become a major and difficult issue. One of the most challenging difficulties confronting businesses is retaining employees and keeping turnover rates below target and industry norms. Individuals, organizations, and society all benefit from employee turnover. For the person, quitting a job might result in a temporary loss of money and advantages, family hardship, individual self-esteem issues, also perhaps long-term joblessness and transfer. Employee turnover may cause service interruption to clients from an organisational perspective.

When turnover happens, the organization suffers from the additional time and money needed on recruiting and training of the replacement, as well as the added stress of greater work for the remaining personnel during the interim. As a result of the following factors, retention is becoming increasingly important:

1. The scarcity of qualified labour,

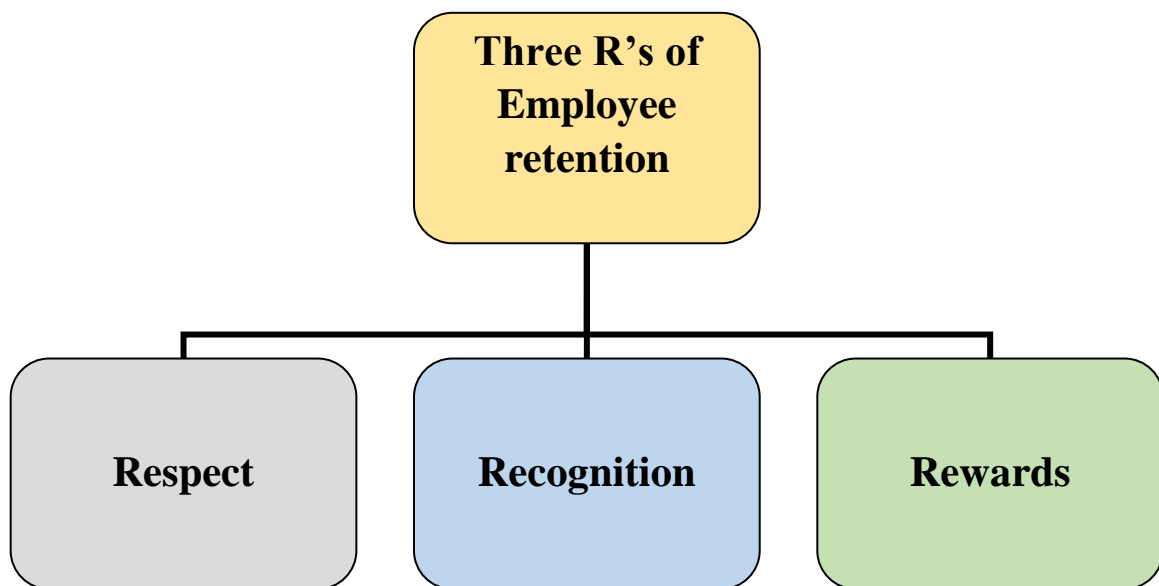
2. Attitude shifts among employees,
3. The availability of new job opportunities,
4. The high expenses of recruiting new employees (Gangwani et al, 2016:37-38).

Logical approaches that ensure staffing selectivity, performance-based compensation, engagement, and greater employee opportunities contribute to increased organizational efficiency. An overall comparison and adaptation of particular values such as access to employment, improvements, or social activities of the business indicate the attempts to reconcile employee and organizational values. Organizations anticipate the occurrence of gaps and the possibility of filling them through different methods before they arise in order to develop future-oriented employee connections. Staff attitudes, as well as employee fluctuation and turnover, can be influenced by human resource procedures at the organizational level (Gyurák Babel'ová et al, 2020: 2). Employer-sponsored promotion programs have the potential to help in the retention of qualified personnel, therefore lowering expenditures for recruitment and training (Dursi, 2008:6).

Human resource management considers a variety of criteria and their potential to play an important part in controlling and regulating employee retention to be the key factors influencing employee retention. The first step is to ensure that "employee personal value matches with the role," which means that the employee's skills, knowledge, and ability are aligned with the job description. The second issue is "pay," which is critical in attracting and retaining skilled workers. Employees, who excel at their jobs or have exceptional qualities in particular, these skills are critical to these companies since they have often spent a significant amount of money on employee training and onboarding. The third aspect is "satisfaction," which refers to all that a company provides to its employees in exchange for their expected work performance. The fourth factor is "learning and career progression," which emphasizes that the firm must provide employees with training sessions in

order to boost future earnings. The fifth factor is "prospects for advancement," which refers to any conscious effort to create a balance between worker and company expectations. The sixth factor is "management engagement," which reflects a positive supervisor-employee connection and is important for staff retention. Employee retention in an organization is less likely if the relationship is terrible. The seventh component is "workplace," which refers to the extent to which people prefer to work and stay in firms that provide a positive work environment where they feel respected and capable of boosting productivity. The final feature is "region includes," which relates to the company's ethical treatment of its personnel (Kurdi and Alshurideh, 2020:3983).

**The three R's of employee retention:**



**Figure (6): The three R's of employee retention**

**Source: prepared by researcher**

Companies must execute each of the Three Components of Employee Retention: respect, recognition, and rewards, in order to keep staff and maintain high levels of satisfaction. RESPECT is a term that refers to a person's esteem, special respect, or

distinctive attention. Respect is the cornerstone of maintaining loyal workers, as the pyramid illustrates. If a company does not value its employees, RECOGNITION and REWARDS will have little influence. The definitions of recognition are special notice or attention and the act of clearly perceiving.

Many retention and morale concerns occur as a result of management's failure to address employees' needs and emotions. Employees are motivated to work hard, care, and go above and beyond when they are given rewards in addition to the necessities of respect and recognition (Mathimaran et al, 2017).

There are three categories of factors for employee retention; the first group covers work-related characteristics (such as job satisfaction, salary, performance, and organizational commitment). Individual characteristics (such as age, education, gender, and tenure) are ranked second, followed by external factors (e.g., unemployment rate, perceptions of employment, presence of trade union). In non-work-related situations, however, there are other causes of employee turnover that are frequently beyond the employer's control. These are personal events in an employee's life that have an impact on their professional performance. Two instances include relocation and family troubles (Al-Suraihi et al, 2021:2).

## **Chapter Four: The Relationship between HPWS, Job Satisfaction, and Dynamic Environment**

Various ideas describe how HPWS acts as a competition between firms, resulting in such clear-cut outcomes as improved employee satisfaction and retention, increased productivity, and an increase in customer interest.

Researcher concludes that Workers' qualities are positively influenced by their opinions of the function of HPWS in an organization. Competition between firms has an effect on employees' views of HPWS. Individual conviction in one's own attitudes as expressed in a competition among firms limits the outcome factors of Job Satisfaction, Serving Employees, Greater Productivity, Attracting Clients, and Retaining qualified Employees. The enhanced privative views of the HPWS lead to unproductive employee job behaviour.

However, Competition in organizations that are effectively run can lessen these impacts. Attempt to show that the introduction of HPWS has resulted in counterproductive pressure on staff. To a lesser extent, the HPWS can be mitigated by a dynamic environment, such as technological advancements, economic fluctuations, and unexpected market demands, according to the person-situation theory. Workplace happiness is impacted by a variety of factors, including the ever-changing company environment, economic changes, technological advancements, and new market demands.

## **Part Two**

### **Methodology**

**2.1 The Research Questions**

**2.2 The Research Purpose and Objectives**

**2.3 The Research Importance**

**2.4 The Research Problem**

**2.5 The Research Model**

**2.6 The Research Hypothesis**

**2.7 Statistical Methods and Tools**

**2.8 Data Collection and Method**

**2.9 Population and Sample**

**2.10 Place Limitation**

**2.11 Time Limitation**

**2.12 Difficulties and Obstacles**

## **2.1 The Research Questions**

There are a lot of questions method to the research purpose and objectives, importance, problems, model, and hypothesis.

1. Does reconcile the relationship between High - Performance Work System and Job satisfaction?
2. Does HPWS have a straight impact on dynamic environment?
3. What is the correlation between Job satisfaction and H-PWS, dynamic environment?
4. What is the level of HPWS in Polytechnic Universities?
5. What is the level of JS in Polytechnic Universities?
6. What is the level of DE in Polytechnic Universities?
7. Does there any relation between HPWS and JS?
8. Does HPWS have the impact on JS?
9. Does HPWS have the impact on DE?
10. Does HPWS have the impact on JS through the mediator role of DE?
11. What is the level of three variables in Polytechnic Universities based on Head of department?

## **2.2 The Research Purpose and Objectives**

The purpose of the research is to observe the strengths and weaknesses of several different work systems to help develop the ideal structure for conducting research.

The research aims to express the effect of building the connection between a High-Performance Work System also job satisfaction, service employees, attracting customers, and retaining qualified employees, higher productivity, to explain the impact of the private dynamic environment, economic fluctuations, technological changes, and unexpected market demands on HPWS, and how develop and make



competition between to crate develop at Polytechnic Universities KRI.

The relationship between High Performance Work Systems and Job satisfaction is expressed through dimensional conception. To make it obvious, let's look at how the H-PWS directly affects the dynamic environment .To ascertain the relationship between job satisfaction and HPWS, as well as the relationship between these variables and the market's unforeseen demands.

### **2.3 The Research Importance**

The Important Statement comprehends the High Performance Work System, but its nebulous definition also other theoretical concerns, have contributed to a general misconception of the system. A main drawback of the HPWS research is that workforce abstractions of a dynamic environment, economic fluctuations, technological changes, and unexpected market demands (as opposed to specific respondents) are the focus of the investigation. High Performance Work System, in coordination with the various departments, develops and manages organizational initiatives for performance management and quality improvement programs to achieve long-term strategic goals. This role is in charge of HR and will ensure that all aspects of Human Resources are adequately supported. In addition, the position will be responsible for administration of effective programs related to retention, promotion, and succession planning.

On the other hand, the importance of the High Performance Work System is highlighted in Job satisfaction (serving employees, higher productivity, attracting customers, retaining qualified employees) in dynamic environment (technological change, economic fluctuation, unexpected market demand) and how organizations develop and make competition between to crate develop organizations, in terms of work, creation, and skilled programming and achieving the goal planned for them in Polytechnic Universities, Technical Administration Collages in KRI.

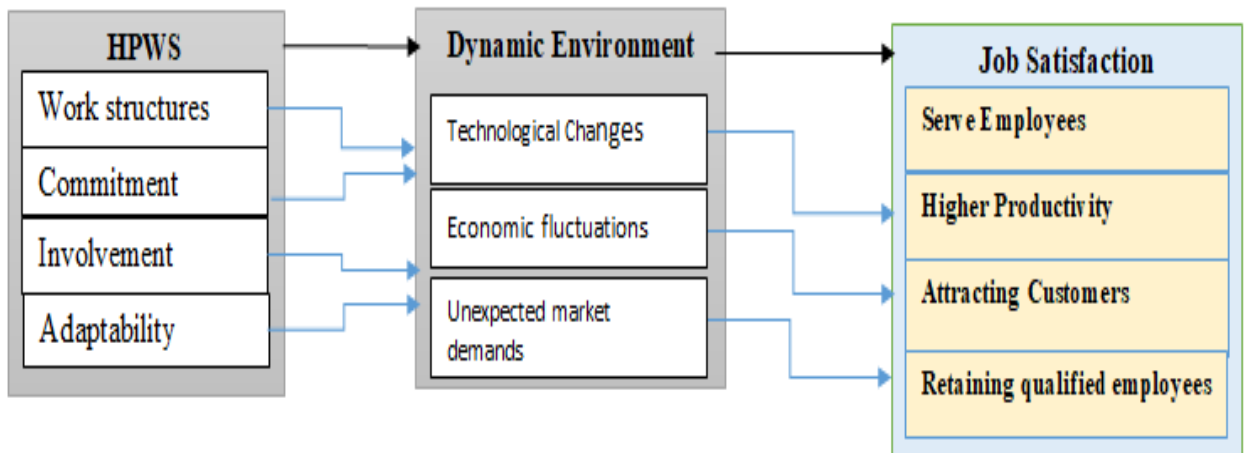
## **2.4 The Research Problem**

Replacement or non-provision of modern and advanced electronic equipment to universities will delay the daily work of lectures and administrative affairs of the Polytechnic Universities. Lack of training, incentives and renewal in terms of the teaching process causes lectures to leave the university where they worked. The lack of coordination between the university and lectures to change the planning schedule for the implementation of the educational process in the university and departments, has led to complications and failure to implement a high performance work system; and we can framed it in the following questions:

1. Does there is a relationship between HPWS and JS?
2. Does HPWS have a positive impact on DE?
3. What is the correlation between HPWS, JS, and DE?

## **2.5 The Research Model**

dynamic environments, economic fluctuations, technology advances, and unforeseen market needs affect work satisfaction and job satisfaction within businesses. As a result, it will be of bigger benefit to the staff, attracting customers and maintaining skilled employees, thereby leading to an increase in productivity. Perceived high performance work systems and employee job satisfaction go hand in hand. Another positive correlation that is found in the study is the correlation between job satisfaction, serving employees, attracting consumers, and retaining qualified staff, all of which are correlated with increased productivity. From what the research understands, this service seeks to give high performance work systems and mediators of dynamic environments, such as economic swings, technological changes, and unanticipated market demands, while simultaneously managing competition between firms.



**Figure (7): Research Model**

**Source: prepared by researcher**

high performance work systems have the ability to improve competition among firms and market conditions due to their influence on all of the aforementioned factors. While many studies show a positive correlation between work system performance and competition across businesses, few or no studies have revealed an inverse correlation between competition and system performance. Attracting customers and maintaining qualified employees regardless of the sector of the employees performing the services. Higher Productivity. This is a standard unit of measurement that is commonly used to quantify the unit of analysis and practices that are applied in the high-performance methodologies.

## 2.6 The Research Hypothesis

Based on a core study about the effect of HPWS, Dynamic environment, economic fluctuations, technological changes, and unexpected market demands, Job satisfaction, serving employees, attracting customers and retaining qualified employees, higher Productivity, and development in the KRG, hypotheses are sufficiently developed to be put to the test.

The hypotheses have been formulated to investigate and study the current research's main issues:

**Hypothesis 1:** HPWS is positively related to the mediator Dynamic environment, (H1a), and dependent; Job satisfaction Polytechnic Universities., (H1b).

**Hypothesis 2:** The dependents of Job satisfaction, such as serve employees, attracting customers and retaining qualified employees, higher productivity, (H2a). They positively related to the mediator dynamic environment for example (economic fluctuations, technological changes, then unexpected market demands), and HPWS in Polytechnic Universities.

**Hypothesis 3:** The Dynamic environment influences the relationship between HPWS and job satisfaction Polytechnic Universities. Specifically, when the dynamic environment is high, the positive relationship between HPWS and Job satisfaction will be attenuated by increasing service employees, attracting customers and retaining qualified employees, and higher productivity, (H3a). However, when the Dynamic environment is low, the positive relationship between HPWS and Job satisfaction will decrease. And decrease service employees, decrease attraction to customers, decrease retention of employees, and decrease productivity, (H3b).

## 2.7 Statistical Methods and Tools

The researcher used the SPSS IBM V.26-Statistical Package for Social Sciences, as well as the Structure Equation Modeling-SEM technique through the Analysis of Moment Structure-AMOS V.23 program .A set of statistical methods and tools with the aim of obtaining measures and indicators that serve the objectives of the current study, as well as testing its hypotheses. The means and tools include the following:

1. The tools used to describe the study variables and presenting the primary results, including: Frequency distributions, percentages, means, standard deviations, and agreement ratios.
2. Simple Correlation Coefficient: It is used to measure the strength and nature of the relationship between the variables and dimensions of the study, for measuring the strength and direction of the relationship between the variables and dimensions of the study, as well as determining the significance of the correlation coefficients, whether between dimensions.
3. Using the Structure Equation Modeling-SEM technique, which is one of the second-generation statistical techniques that has been developed to analyze the interrelationships between multiple variables in a model so that the relationships between the variables can be expressed in a series of single and multiple regression equations. Among the analyzes used for this technique are: Path analysis to test the direct effects, test the influence of the mediator variables, direct and indirect influence, as well as the test for the effect of the modulator variable on the model. The mentioned technique is more widely used to solve the following requirements: analysis of multiple regression models simultaneously, regression analysis with multiple linear problem, path analysis with many dependent variables, estimation of relationship and variance in the model and modeling interrelationships in the model simultaneously.

## 2.8 Data Collection and Method

Questionnaires were distributed to the respondents and given a month to fill them correctly and randomly. The researcher then made follow-ups while participants filled the questionnaire to ensure that enough responses were achieved from the respondents and to give clarification while needed. The structure of the questionnaire is composed of Personal Information of the respondents and dimensions related to the research topic like the dimension of high performance of work system (HPWS), dimension of job satisfaction (JS), and Dynamic Environment.

This research gadget is a compilation of structured questions that have been given to participants for their completion or responses. A survey questionnaire was used in this study to collect primary data because this point type of this study is quantitative. The questions were close-ended multiple-choice questions giving respondents a choice from a range of answers based on the 5- point Likert-style rating scale. They had chosen to agree or disagree with the statements made within the range of how they are strongly disagreeing, disagree, neutral, strongly agree, and agree about each question asked to them. In this study, a self-completion survey questionnaire asked participants with a closed questionnaire as development with self-answering from participate because of so similar method.

Research design as a procedure that provides answers to issues such as techniques to use to gather data, the kind of sampling strategies for Higher performance work system (HPWS), and Job satisfaction in a dynamic environment: A case study in Polytechnic Universities in Kurdistan (Erbil, Duhok, and Sulaymaniyah). The study adopted a descriptive research design.

However, the research design provides the framework for the research regarding the privacy of the research and data collection method also the researcher used the Quantitative method and Qualitative method which now named mix

method. The researcher used a quantitative method for both the primary data and secondary data in this study to collect data were using in the finding and results. By using the primary data and secondary data. Also, primary data is the survey questionnaire of this research consists of two sections, first section is Personal information such as Gender, Age, Education Level, Years of Work, and Province while the second section which is dimensions such as

1. The Dimension of a High Performance Work System (HPWS) consists of Organizational structure, Commitment, Involvement, Adaptability.
2. Dimensions of Job Satisfaction (JS).Consists of serve employees, higher productivity, and attracting customers, retaining qualified employees.
3. Dynamic Environment (Mediator).

Primary data means the type of this study is quantitative method, and the survey questionnaire distributed to the Polytechnic Universities which have a relationship with the topic of this research. The research study follows graphics and explanations of data. On the other hand, secondary data has been taking information from previous research thesis, journal articles and books (Kabir, 2016).

However, the researcher used an interview analysis for questions to collect data about the thesis of **The Impact of High Performance Work System on Job Satisfaction through Dynamic Environment** of group or interview transcripts are analyzed questions of data while researcher has visited the Polytechnic Universities in (Erbil, Duhok, and Sulaymaniyah) with three interview questions addressed to the lectures and head of Technical College of Management in Polytechnic Universities in Erbil, Duhok and Sulaymaniyah questions about the thesis topic such as **The Impact of High Performance Work System on Job Satisfaction through Dynamic Environment: Analytic Study of the Academic Staff Views at Polytechnic Universities in Kurdistan Region – Iraq.**

## 2.9 Population and Sample

Population of the thesis including all the Technical Administration collage in Polytechnic Universities in KRI, Which are:

1. Erbil Technical Collage including four departments, which mentioned at Appendix (2) number (1) , and total academic staff are (69).
2. Duhok Technical Collage including four departments, which mentioned at Appendix (2) number (2) , and total academic staff are (62).
3. Sulaymaniah Technical Collage including four departments, which mentioned at Appendix (2) number (3), and total academic staff are (60).

Sampling in the thesis means that selecting those persons and employee who have the capacity to answer the survey questionnaire related to their positions in the Polytechnic Universities or could answer the questions according to his/her skills and experience in the department (see also Taherdoost, 2016: 20).

In this thesis the researcher focused on survey questionnaire and interview questionnaire which means mix method in the Polytechnic Universities in (Erbil, Duhok, and Sulaymaniyah) in KRI. Also, the total number of survey questionnaire consisted of (51) questions. The size of the survey sample was only distributed on (190) lectures, (107) participants were collected to determine the lectures understanding of the concept of High Performance Work System on Job Satisfaction in Dynamic Environment: A Case Study in Polytechnic Universities KRI after that analysis in SSPS method gets complete data.

Similarly, the researcher distributed 190 survey questionnaires when received 107 participants in to Polytechnic Universities in Erbil, Sulaymaniyah, Duhok via GOOGLE FORM that's consisting of 51 questions in Erbil KRI with randomly way to lectures of the Polytechnic Universities toward of collecting primary data parallel with secondary data. Also, the list of the Technical collages of



Administration of the Polytechnic Universities at KRI and the questions are mentioned at Appendix (3).

On the other hand, the researcher used an interview analysis for questions to collect data about the research of the impact of High-Performance Work System (HPWS) and job satisfaction in Dynamic Environment in KRI of group or interview transcripts are analyzed questions of data while researcher has visited the Polytechnic Universities in (Erbil, Duhok, and Sulaymaniyah) with three interview questions asked to the Head of Technical College of Administration in Polytechnic Universities in Erbil, Duhok and Sulaymaniyah questions about the research topic like The Impact of High Performance Work System on Job Satisfaction through Dynamic Environment as a mediator: Analytic Study at Polytechnic Universities in Kurdistan Region – Iraq. Also, the list of the Technical collages of Administration of the Polytechnic Universities at KRI, the names of Departments and names of Head of Departments are mentioned at Appendix (2).

### **2.10 Place Limitation**

In KRI, Polytechnic Universities, Technical collages of Administration in Three Provinces Erbil ,Duhok ,and Sulaymaniah.

### **2.11 Time Limitation**

Aug, 2021 – Oct, 2022

## **2.12 Difficulties and Obstacles**

The researcher faced several obstacles from the beginning of writing the thesis to the end of the written:

1. Lack of knowledge about variables among some heads of departments during interviews due to their differences in expertise.
2. Repeated visits to universities to answer Interviews and fill in Survey Questionnaires due to lack of time of department heads and Lectures.
3. Meetings or public holidays would delay research work.
4. Lack and difficulty of answering Survey Questionnaires by Lectures in Polytechnic Universities, especially in Duhok and Sulaymanyiah in Technical Administration Collages.
5. Distance and difficult roads during visits to Duhok and Sulaymanyiah Polytechnic Universities.

**Part Three**  
**Implementations, Results, and Data Analysis**

**Chapter One: Interview responds**

**Chapter Two: Survey (data analysis)**

**Chapter Three: Research Sample Description**

**Chapter Four: Research Variables**

**Chapter Five: Structural importance Dimensions of the study**

**Chapter Six: Testing Research Model and Hypothesis**

## **Chapter One: Interview responds**

The researcher interviewed the heads of different departments a total of them are (12) head of departments.in the technical colleges of management (Erbil, Duhok, and Sulaymaniyah).

During the interviews and answers to the questions, they generally had the same opinion on how to work and the relationship between teachers and department heads, as well as the changes that have been made in the polytechnic universities of the Kurdistan Region-Iraq, , to improve the scientific level and teaching students.

### **3.1.1 High Performance Work System**

**-Has a high-performance work system been followed in your college? If so, has it reached its goal? Have you been able to compete with other Kurdistan universities in terms of science and education?**

According to Technical Colleges of Management (Erbil, Duhok, and Sulaymaniyah). The plans and decisions of the college council, the entire department consisting of the head of department, lectures, employees, and students follow the system and adapt to it. Sometimes staffs are thanked for their loyalty and hard work as an incentive.

However, two of the department heads believe that the high-performance work system is not followed and they have not achieved their goals, because it does not work efficiently and they are not encouraged, for example, (promotion, rewards, and thanks).

Also, most departments believe that they have been able to compete with other universities through the conduct of scientific research by university teachers, which is a reason for raising the scientific rank and ranking of the university.

However, one of the heads of department believes that competition has only been possible among certain departments, not among universities.

### **3.1.2 Dynamic environment**

**-Have you been able to change your teaching and learning in a modern and scientific way every year and achieve success in your college?**

Yes, because it is a technical college, they pay more attention to practical aspects and all departments in all three administrative colleges (Erbil, Duhok, Sulaimani), changes have been made in the curriculum, for example, the Bologna process Theory and practice, at the same time, the subjects and content of the courses have been changed annually to meet the needs of the times and students who graduate well prepared and easily find a job.

### **3.1.3 Job satisfaction**

**In your college, have the administrators been able to convince the staff and teachers to stay in their jobs, try to always stay, continue to serve the university and its development?**

Certainly, all department heads have tried to satisfy their teachers with their performance and continue to serve their university, especially this department in a loyal manner, for example: working and decision-making in a team manner means paying attention and supporting teachers' opinions.

## **Chapter Two: Survey (data analysis)**

### **3.2.1 Reliability of the Thesis**

In order to measure the reliability of the thesis, Alpha Cronbach coefficient was used, then analyzing and summarizing the data as shown in Table (1), it was found that all the dimensions of the variables represented by both High Performance Work System and Job Satisfaction as well as the third part that is represented by Dynamic Environment found that the values of the alpha coefficient were statistically acceptable, as the acceptable value must be at least 60% (Cronbach, 1951: 297-334), (Keith, 2017:1273-1296), Nunnally, 1978: 311), where it ranged between (64.50%) as the lowest value for the dimension (Involvement) and the largest value, which was (78.80%) for the dimension of Adaptability, and this is for the largest and least value for the dimensions dependent on the High Performance Work System, as for Job Satisfaction, it became clear that the lowest value of the alpha coefficient was for the dimension Employee Service and the largest value was for the dimension Attracting Customer, where the value of alpha was (62.60%) and (87.10%), respectively.

Regarding the third part, we found that the Job Satisfaction has the highest value, which amounted to (88.30%) of the stability coefficient compared to the Dynamic Environment variable, which amounted to (65.20%), which in turn had the lowest value, and through the previous information we infer those opinions were more consistent and convergent for the (Job Satisfaction) compared with the opinions and answers for the Dynamic Environment. It is worth noting that for all the questionnaire items, it was found that the value of the alpha coefficient was excellent as it reached (93.10%), which indicates the consistency of opinions and answers regarding the items and research questions.

**Table (1): The results of the stability coefficient (Cronbach's Alpha)**

Study Axes	Dimensions	No .Of Paragraphs	Cronbach's Alpha		
			Dimension	Axis	Questionnaire
High Performance Work System (Hpws)	Organizational Structure	5	73.00%	85.00%	93.10%
	Commitment	5	67.30%		
	Involvement	5	<u>64.50%</u>		
	Adaptability	5	<u>78.80%</u>		
Job Satisfaction (Js)	Serve Employee	5	<u>62.60%</u>	<u>88.30%</u>	
	Higher Productivity	5	69.50%		
	Attracting Customer	5	<u>87.10%</u>		
	Retaining Qualified Employees	5	76.60%		
Dynamic Environment (De)	---	5	-----	<u>65.20%</u>	

**Source: Prepared by the researcher based on the result of the statistical analysis**

In Cronbach alpha, the relationship between both variables HPWS, JS, and DE mediator according to all the dimensions for the survey questionnaires, the HPWS variable, Adaptability dimension had the highest positive rate. With Attracting customer dimension in the variable JS, however the variables were the most public opinion of lectures of polytechnic universities with job satisfaction.

## **Chapter Three: Research Sample Description**

### **3.3 Description of the general information part**

#### **3.3.1 Description of the respondents according to gender**

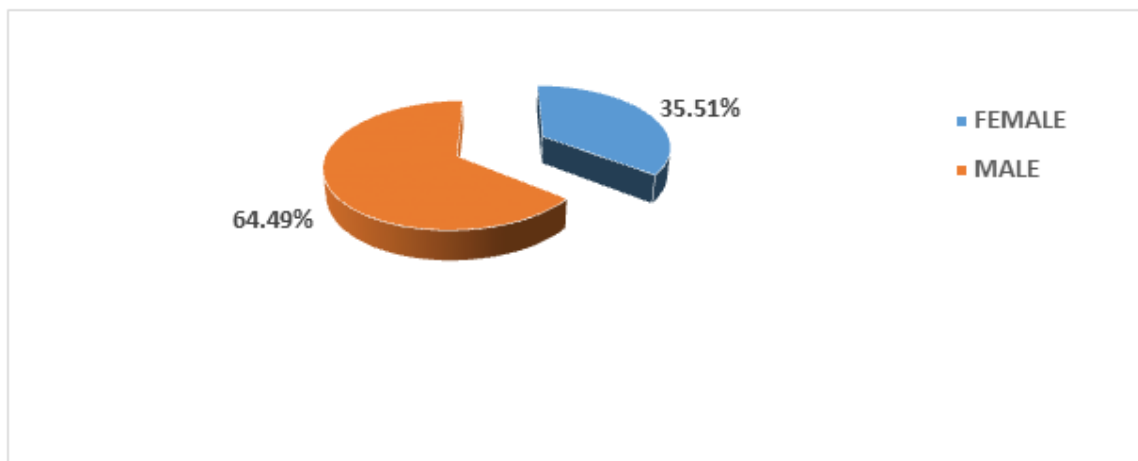
It is evident from Table (2), which shows the distribution of the sample members of the faculty members in the surveyed universities from which the data were taken, according to gender, as it was found that the highest percentage of individuals were males, with the participation rate (64.49%). Compared to females, with a participation rate of (35.51%). This means that most of the professors were males, as shown in Figure (8).

**Table (2): Description of individuals sample according to the gender**

Gender	Frequency	Percent
FEMALE	38	35.51%
MALE	69	64.49%
Total	107	100%

**Source: Prepared by the researcher based on the result of the statistical analysis**

The sample of universities that were included in the survey questionnaires on the lectures in terms of gender were mostly male, who participated in answering the survey.



**Figure (8): Description of individuals sample according to the gender**



### 3.3.2 Description of the respondents according to age groups

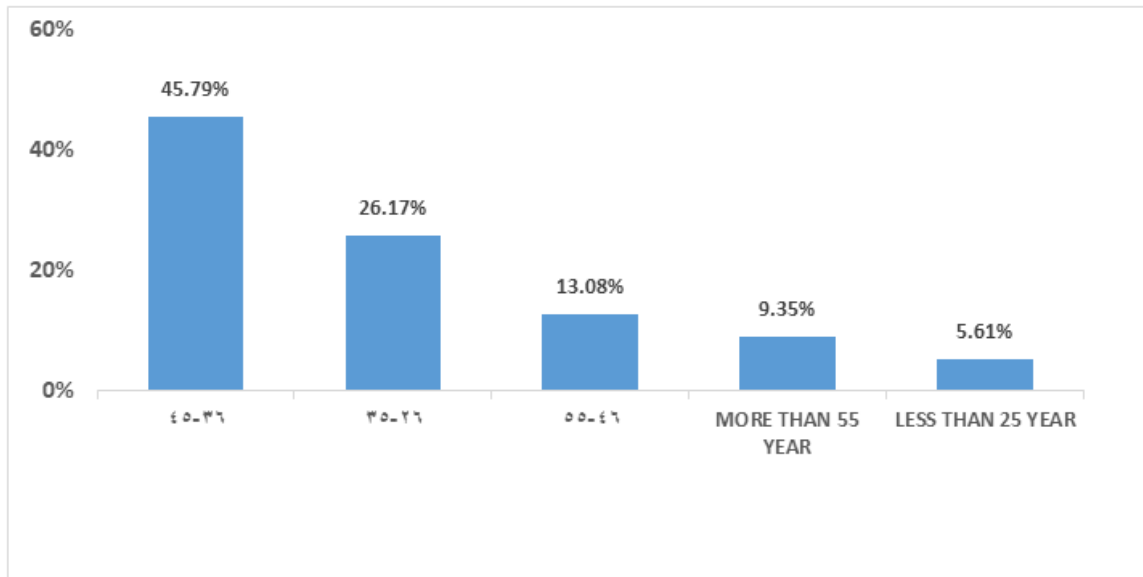
From Table (3), which represents the distribution of the sample members according to age groups, where it was shown through the mentioned table that the majority of the respondents were within the age group (36-45) years, whose percentage amounted to (45.79%), and it came in the first place of participation, followed by The age group (26-35) years came in the second place of participation, with a rate of (26.17%), and then came the opinions of the respondents who were within the age group (46-55) years, as their participation rate reached (13.08). As for the two remaining groups over 55 years old and less than 25 years old, their percentage of participation was small, as the percentages reached (9.35%) and (5.61%) of participation, respectively. We conclude from the analysis of the age groups of the respondents that the majority of the respondents are of mature age, and this reflects Positively the accuracy of the answers and therefore can be relied upon and somewhat reliable, as shown in Figure (9).

**Table (3): Description of individuals sample according to the age groups**

Age group	Frequency	Percent
Less than 25 year	6	5.61%
26-35	28	26.17%
36-45	49	45.79%
46-55	14	13.08%
More than 55 year	10	9.35%
Total	107	100%

**Source:** Prepared by the researcher based on the result of the statistical analysis

Most of the respondents are between 36-45 years old, the age group that is trying to change the affairs of universities.



**Figure (9): Description of individuals sample according to the age groups**

### **3.3.3 Description of the surveyed individuals according to educational qualification**

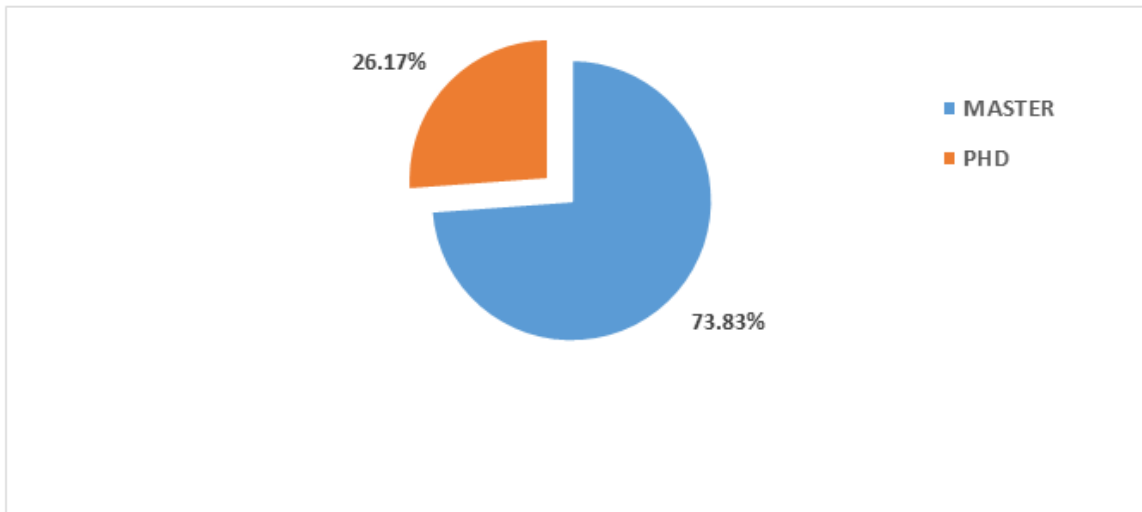
Table (4), which shows the distribution of respondents according to academic qualification, was relied upon. It was found that most of the respondents had their academic achievement (MASTER) with a percentage of (73.83%) of participation, and it came in the first place of importance, and teachers who have the achievement came in second place academic studies (PHD) by (26.14%), which means that the majority of the participating faculty members were holders of a master's degree, according to the universities surveyed. As shown in Figure (10), this shows the order of the percentage of professors participating in the current study and according to academic qualification.

**Table (4): Description of individuals sample according to the educational qualification**

qualification educational	Frequency	Percent
MASTER	79	73.83%
PHD	28	26.17%
Total	107	100%

**Source: Prepared by the researcher based on the result of the statistical analysis**

Regarding the qualifications of lectures working in universities, most respondents had a master's degree.



**Figure (10): Description of individuals sample according to the educational qualification**

### 3.3.4 Description of the respondents according to university location

Table (5), which represents the distribution of respondents according to the university they belong to. It became clear from the table that most professors were from Erbil Polytechnic University, and their participation rate was (57.94%) and came in the first place, followed by the participants who belonged to the University

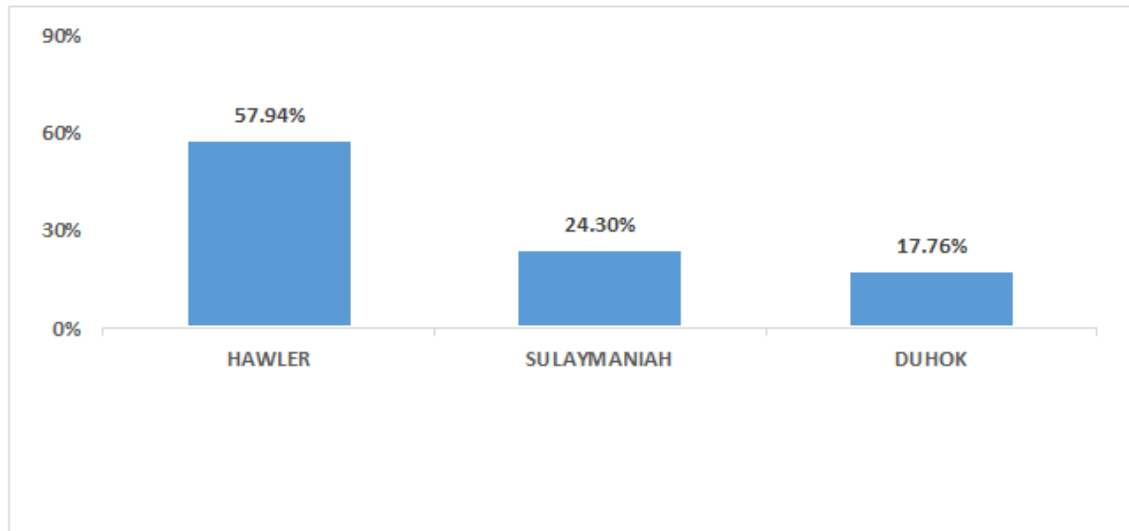
of Sulaymaniyah in the second place. Technology with a participation rate of (24.30%). Duhok Polytechnic University had the lowest participation rate, which amounted to (17.76%) of the respondents' professors. From the previous information, we conclude that most opinions belong to the professors at Erbil Polytechnic University and that the opinions, answers and conclusions drawn from them are the ones that dominate the opinions and answers in the surveyed universities from Dohuk and Sulaymaniyah Polytechnic Universities. As shown in Figure (11), which represents the order of the surveyed universities according to the location they belong to and according to the participation rate.

**Table (5): Description of individuals sample according to the University Location**

University Location	Frequency	Percent
HAWLER	62	57.94%
DUHOK	19	17.76%
SULAYMANIAH	26	24.30%
Total	107	100%

**Source: Prepared by the researcher based on the result of the statistical analysis**

Total number of universities and departments admitted in Erbil, Duhok and Sulaymaniah, Most of the respondents were in Erbil at Erbil Polytechnic University.



**Figure (11): Description of individuals sample according to the University Location**

### **3.3.5 Description of the surveyed individuals according to years of service**

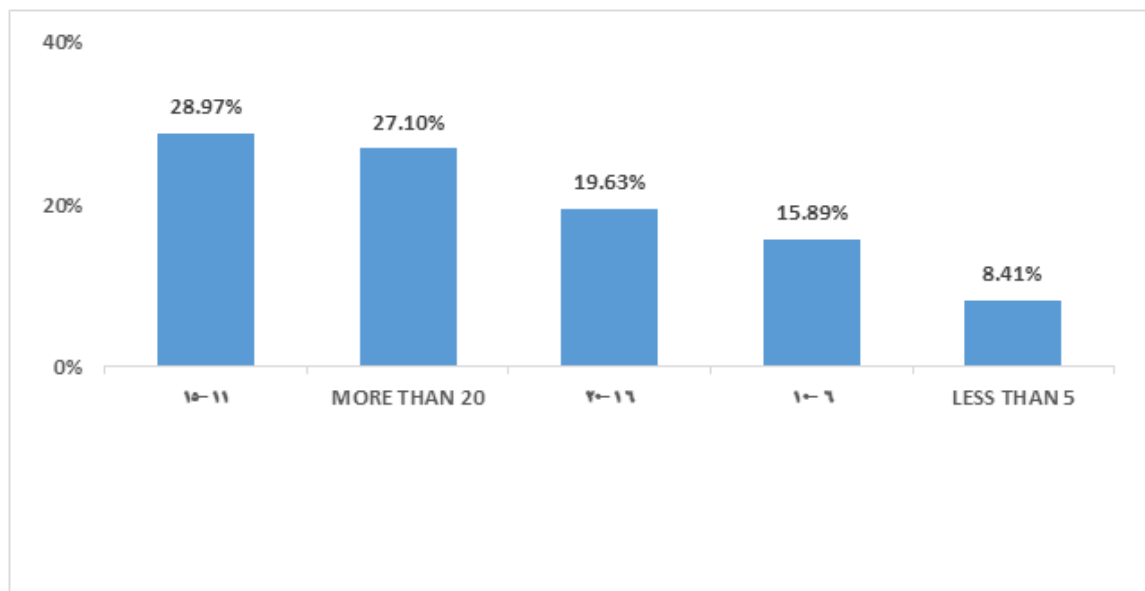
It was shown through Table (6), which represents the distribution of respondents according to years of service in the universities surveyed, we find that the majority of the sample members were in the category (11-15) years, where it came in the first rank with a participation rate of (28.97%), followed by the second rank of participants who The years of service were within the category of more than 20 years, with a percentage of (27.10%) of the participating professors, and they came in the third place, whose years of service ranged from 16 to 20 years, with a participation rate of (9.63%). As for the participants with years of experience (6-10) years, they came in fourth place; the participation rate was 15.89%. As for the professors who were within years of experience of less than five years, their percentage was a small of participation, amounting to (8.41%). Depending on the feature concerned.

**Table (6): Description of individuals sample according to the Years of Service**

Years of service	Frequency	Percent
LESS THAN 5	9	8.41%
6-10	17	15.89%
11-15	31	28.97%
16-20	21	19.63%
MORE THAN 20	29	27.10%
Total	107	100.00%

Source: Prepared by the researcher based on the result of the statistical analysis

Regarding the work experience of teachers in universities, the vast majority of lectures had more than 20 years of work experience.



**Figure (12): Description of individuals sample according to the Years of Service**

## **Chapter Four: Research Variables**

For the purpose of describing the variables of the study, the opinions of the respondents from the faculty members in the technical universities involved in the current study were analyzed, where the research variables were distributed into three parts: The second part represents (Job Satisfaction), which also includes four dimensions (Serve Employee, Higher Productivity, Attracting Customer, Retaining Qualified Employees), and finally the third part is represented by (Dynamic Environment), which includes five questions.

The research variables were described using statistical methods and tools represented by descriptive statistics, including frequencies, percentages, and means, standard deviations, and agreement percentage. The study was divided into two parts: the first part includes a description of the study parts, while the second part includes the relative importance of the study variables, as follows:

### **3.4.1 Description of the High-Performance Work System variable**

#### **3.4.1.1 Description of the dimension of the organizational structure**

Through Table (7), which represents the responses of the sample members towards the statements (HPWS1.1- HPWS 1.5), which are related to describing the respondents' opinions towards the dimension, organizational structure, which tend to agree, as the percentages, according to the statements as a whole, indicate that (75.70%) of the respondents agreed on the contents of these statements, compared to a percentage (13.46%) who did not agree with the content of the statements of this dimension. The percentage of neutrals reached (10.84%), and the percentage of agreement reached (77.61%), and this came with mean (3.88) and a standard deviation 0.57, and this represents a preliminary result on the availability of

indicators after organizational structure among the sample of the respondents. According to the terms, we find that the highest agreement is for the expression (HPWS1.2), which amounted to (83.93%), with mean and standard deviation of (4.20) and (0.85) on the respectively, which refers to the plans and competition between universities will improve the performance of teachers. While the lowest agreement is for the phrase (HPWS1.1), which amounted to (62.99%), with mean and standard deviation of (3.15) and (1.04). And respectively, which tend to accept, that is, opinions tend towards approval of the phrase in question, which refers to Universities have specific goals and structures that must always be applied as shown in Figure (13).

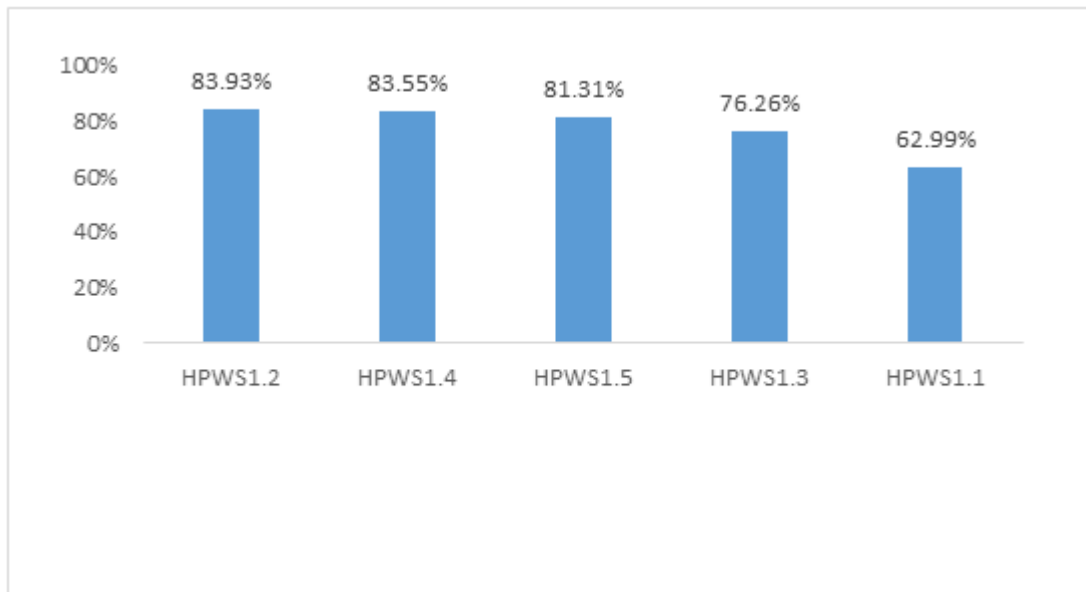
**Table (7): description of organizational structure paragraphs**

paragraphs	#	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation	Agreement ratio	
		1	2	3	4	5				
HPWS1.1	Frequency	5	29	24	43	6	3.15	1.04	<u>62.99%</u>	
	%	4.67%	27.10%	22.43%	40.19%	5.61%				
HPWS1.2	Frequency	1	6	6	52	42	4.20	0.85	<u>83.93%</u>	
	%	0.93%	5.61%	5.61%	48.60%	39.25%				
HPWS1.3	Frequency	4	13	9	54	27	3.81	1.07	76.26%	
	%	3.74%	12.15%	8.41%	50.47%	25.23%				
HPWS1.4	Frequency	2	5	9	47	44	4.18	0.91	83.55%	
	%	1.87%	4.67%	8.41%	43.93%	41.12%				
HPWS1.5	Frequency	4	3	10	55	35	4.07	0.93	81.31%	
	%	3.74%	2.80%	9.35%	51.40%	32.71%				
HPWS1	Frequency	16	56	58	251	154	3.88	0.57	77.61%	
	%	2.99%	10.47%	10.84%	46.92%	28.79%				
<b>Weighted average</b>		13.46%			75.70%					

**Source: Prepared by the researcher based on the result of the statistical analysis**

The organizational structure dimension of the HPWS variable consisted of several questions; the most agreeable response was about question 2.





**Figure (13): description of organizational structure paragraphs**

### 3.4.1.2 Commitment Dimension Description

Through Table (8), which represents the responses of the sample members towards the statements (HPWS2.1- HPWS2.5), which are related to describing the respondents' opinions towards the (Commitment) dimension, which tend to agree, as the percentages, according to the statements, indicate that (82.62%) of the respondents agreed on the contents of these statements, while the percentage of (7.66%) disagreed with the content of the statements of this dimension. The percentage of neutrals reached (9.72%), and the percentage of agreement on the mentioned dimension was (81.61%), and this came with mean (4.08) and a standard deviation (0.59), and this represents a preliminary result on the availability of indicators after Commitment among the sample of respondents and at good levels. According to the terms, we find that the highest agreement percentage is for the expression (HPWS2.3), which amounted to (86.17%), with mean and standard deviation of (4.31) and (0.77), respectively, which indicates, there are specific rules

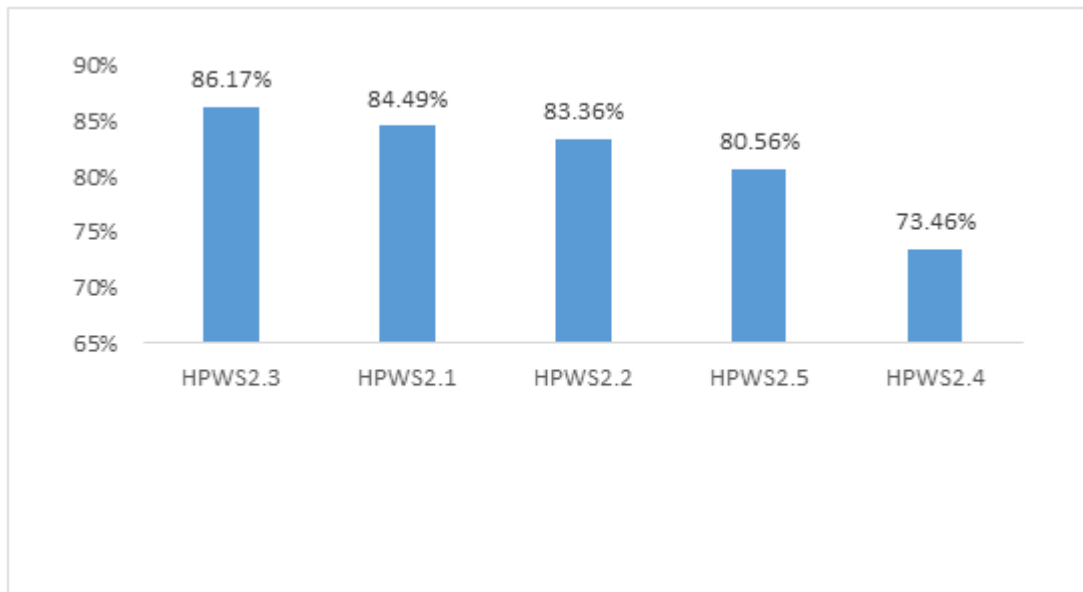
regarding teachers who do not comply with their duties without any justification. While the lowest percentage of agreement at the level of phrases is for the phrase (HPWS2.4), which amounted to (73.46%), with mean and standard deviation of (3.67) and (1.09), respectively, which tend to be accepted, that is, opinions tend to move towards Agreement for the phrase in question, which indicates that having a strong relationship between the department and teachers will lead to commitment from all parties, and early completion of work. As shown in Figure (14).

**Table ( 8): description of commitment paragraphs**

Paragraphs	#	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation	Agreement ratio
		1	2	3	4	5			
HPWS2.1	Frequency	1	4	9	49	44	4.22	0.83	84.49%
	%	0.93%	3.74%	8.41%	45.79%	41.12%			
HPWS2.2	Frequency	2	4	11	47	43	4.17	0.90	83.36%
	%	1.87%	3.74%	10.28%	43.93%	40.19%			
HPWS2.3	Frequency	1	3	5	51	47	4.31	0.77	<u>86.17%</u>
	%	0.93%	2.80%	4.67%	47.66%	43.93%			
HPWS2.4	Frequency	5	13	17	49	23	3.67	1.09	<u>73.46%</u>
	%	4.67%	12.15%	15.89%	45.79%	21.50%			
HPWS2.5	Frequency	2	6	10	58	31	4.03	0.88	80.56%
	%	1.87%	5.61%	9.35%	54.21%	28.97%			
HPWS2	Frequency	11	30	52	254	188	4.08	0.59	81.61%
	%	2.06%	5.61%	9.72%	47.48%	35.14%			
<b>Weighted average</b>		7.66%			82.62%				

**Source: Prepared by the researcher based on the result of the statistical analysis**

It is clear that the majority of lectures believe that commitment is a positive factor in universities and leads to job satisfaction.



**Figure (14): description of commitment paragraphs**

### **3.4.1.3 Involvement Dimension Description**

Through Table (9), which represents the responses of the sample members towards the statements (HPWS3.1- HPWS3.5), which are related to describing the respondents' opinions towards the (Involvement) dimension, which tend to agree, as the percentages and according to the statements indicate that (67.29%) of the respondents agreed on the contents of these statements, compared to a percentage (19.63%) who did not agree with the content of the statements of this dimension. The percentage of neutrals reached (13.08%), and the percentage of agreement reached (74.84%), and this came with mean (3.74) and a standard deviation (0.65) , and this represents a preliminary result on the availability of indicators after Involvement among the sample of respondents and at good levels, and according to the terms, we find that the highest agreement percentage is for the expression (HPWS3.1), which amounted to (90.09%), with mean and standard deviation of (4.50) and (0.79) respectively, which refers to (Teachers who are active in decision-making and modern innovation in education should be rewarded). While

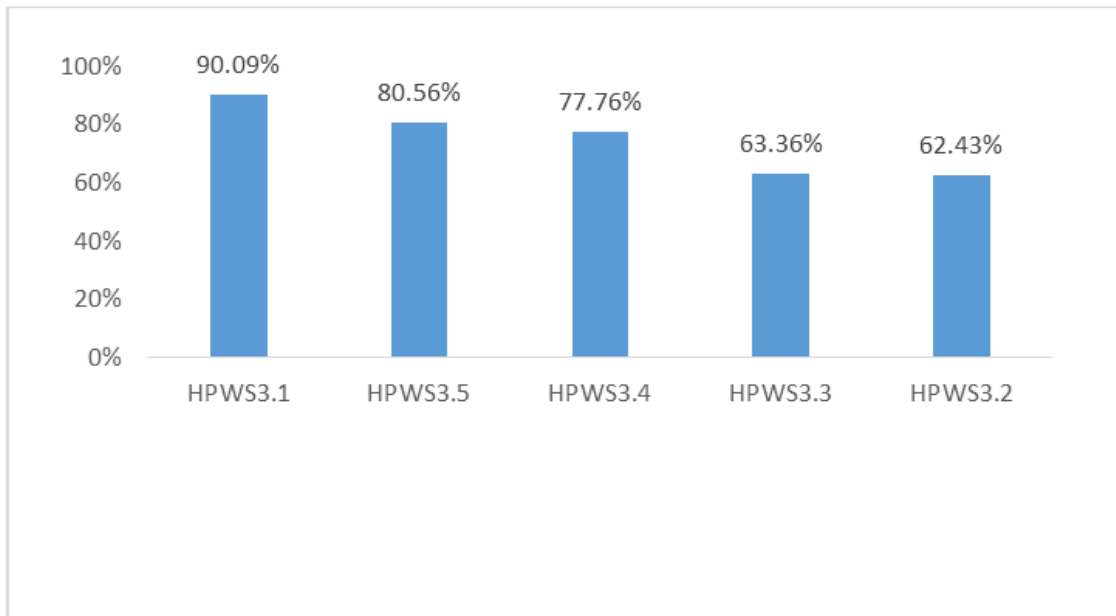
the lowest agreement is for the phrase (HPWS3.2), which amounted to (62.43%), with mean and standard deviation of (3.12) and (1.20), respectively, which tend to accept, that is, opinions tend towards approval of the statement in question, which refers to there is such a relationship between different departments of the university to change the way of studying and revise the teaching system. As shown in Figure (15).

**Table (9): description of involvement paragraphs**

paragraphs	#	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation	Agreement ratio
		1	2	3	4	5			
HPWS3.1	Frequency	2	1	5	32	67	4.50	0.79	<u>90.09%</u>
	%	1.87%	0.93%	4.67%	29.91%	62.62%			
HPWS3.2	Frequency	10	28	21	35	13	3.12	1.20	<u>62.43%</u>
	%	9.35%	26.17%	19.63%	32.71%	12.15%			
HPWS3.3	Frequency	13	26	17	32	19	3.17	1.31	63.36%
	%	12.15%	24.30%	15.89%	29.91%	17.76%			
HPWS3.4	Frequency	3	12	14	43	35	3.89	1.08	77.76%
	%	2.80%	11.21%	13.08%	40.19%	32.71%			
HPWS3.5	Frequency	3	7	13	45	39	4.03	1.00	80.56%
	%	2.80%	6.54%	12.15%	42.06%	36.45%			
HPWS3	Frequency	31	74	70	187	173	3.74	0.65	74.84%
	%	5.79%	13.83%	13.08%	34.95%	32.34%			
Weighted average		19.63%			67.29%				

**Source: Prepared by the researcher based on the result of the statistical analysis**

It is clear that lectures are generally in favor of involvement and that it is an important dimension for them to work on in universities to continue to succeed.



**Figure (15): description of involvement paragraphs**

#### **3.4.1.4 Adaptability Dimension Description**

From Table (10), which represents the responses of the sample members towards the statements (HPWS4.1- HPWS4.5), which relate to describing the respondents' opinions towards the Adaptability dimension, which tend to agree, as the percentages and according to the statements indicate that (63.93%) of the respondents agreed on the contents of these statements, compared to a percentage (15.70%) who did not agree with the content of the statements of this dimension. The percentage of neutrals reached (20.37%), and the percentage of agreement reached (73.08%), and this came with mean (3.65) and a standard deviation (0.75), and this represents a preliminary result on the availability of indicators after adaptability among the sample of respondents at good levels, and according to the terms, we find that the highest agreement is for the expression (HPWS4.4), which amounted to (76.82%), with mean and standard deviation of (3.84) and (1.03). respectively, which refers to (Sometimes the sudden and unfavorable problems that arise, whether natural or artificial, require teachers to adapt quickly to this new environment). While the lowest agreement is for the phrase (HPWS4.2), which

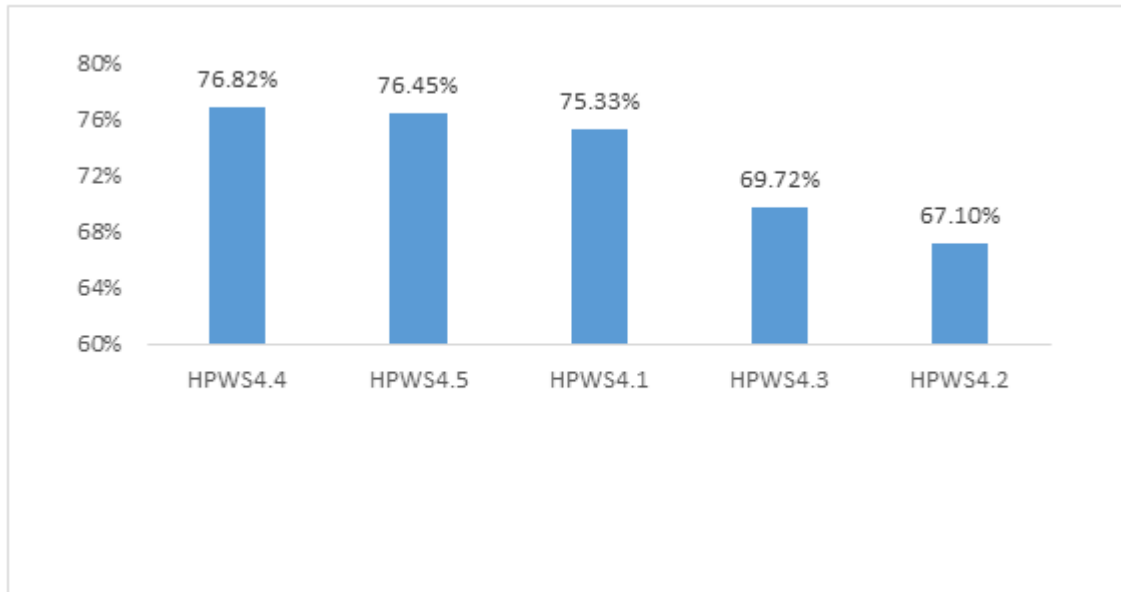
amounted to (67.10%). With mean and standard deviation of (3.36) and (1.02), respectively, which tend to be accepted. They tend to agree to the phrase in question, which refers to, Sometimes, teachers, universities resist the authority of the government, but have a significant influence in choosing an approved law), as shown in Figure (16).

**Table (10): description of adaptability paragraphs**

paragraphs	#	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation	Agreement ratio	
		1	2	3	4	5				
HPWS4.1	Frequency	4	12	18	44	29	3.77	1.09	75.33%	
	%	3.74%	11.21%	16.82%	41.12%	27.10%				
HPWS4.2	Frequency	3	21	31	39	13	3.36	1.02	<u>67.10%</u>	
	%	2.80%	19.63%	28.97%	36.45%	12.15%				
HPWS4.3	Frequency	3	18	27	42	17	3.49	1.04	69.72%	
	%	2.80%	16.82%	25.23%	39.25%	15.89%				
HPWS4.4	Frequency	3	11	15	49	29	3.84	1.03	<u>76.82%</u>	
	%	2.80%	10.28%	14.02%	45.79%	27.10%				
HPWS4.5	Frequency	3	6	18	60	20	3.82	0.90	76.45%	
	%	2.80%	5.61%	16.82%	56.07%	18.69%				
HPWS4	Frequency	16	68	109	234	108	3.65	0.75	73.08%	
	%	2.99%	12.71%	20.37%	43.74%	20.19%				
Weighted average		15.70%			63.93%					

**Source: Prepared by the researcher based on the result of the statistical analysis**

It is clear that university lectures generally agree with the HPWS variable, especially the adaptability dimension, which they consider necessary to be applied to job satisfaction in universities.



**Figure (16): description of adaptability paragraphs**

### **3.4.2 Job Satisfaction Variable Description**

#### **3.4.2.1 Employee Service Dimension Description**

Through Table (11), which represents the answers of the sample members towards the statements (JS1.1- JS1.5), which relate to describing the respondents' opinions towards the (Serve Employee) dimension, which tend to agree, as the percentages and according to the statements indicate that (67.66%) of the respondents, agreed on the contents of these statements, while a percentage (14.77%) disagreed with the content of the statements of this dimension. The percentage of neutrals reached (17.57%), and the percentage of agreement on the mentioned dimension reached (74.50%), and this came with mean (3.73) and a deviation Standardized (0.63), and this represents a preliminary result on the availability of indicators of the dimension Employee Service among the sample of the respondents. According to the terms, it was found that the highest agreement percentage is for the expression (JS1.4), which amounted to (81.87%), with mean and standard deviation of (4.09)

and (0.96), respectively, which indicates a teacher's policies and services vary for another, and not all teachers can solve complex problems. While the lowest agreement at the phrase level is for the statement (JS1.5), which amounted to (62.06%) With mean and standard deviation of (3.10) and (1.24), respectively, which tends to be accepted with a weak percentage, meaning that the opinions tend to be favorable. The term in question refers to the teacher can establish a strong relationship with the student, which is really by itself goes to the service line. As shown in Figure (17).

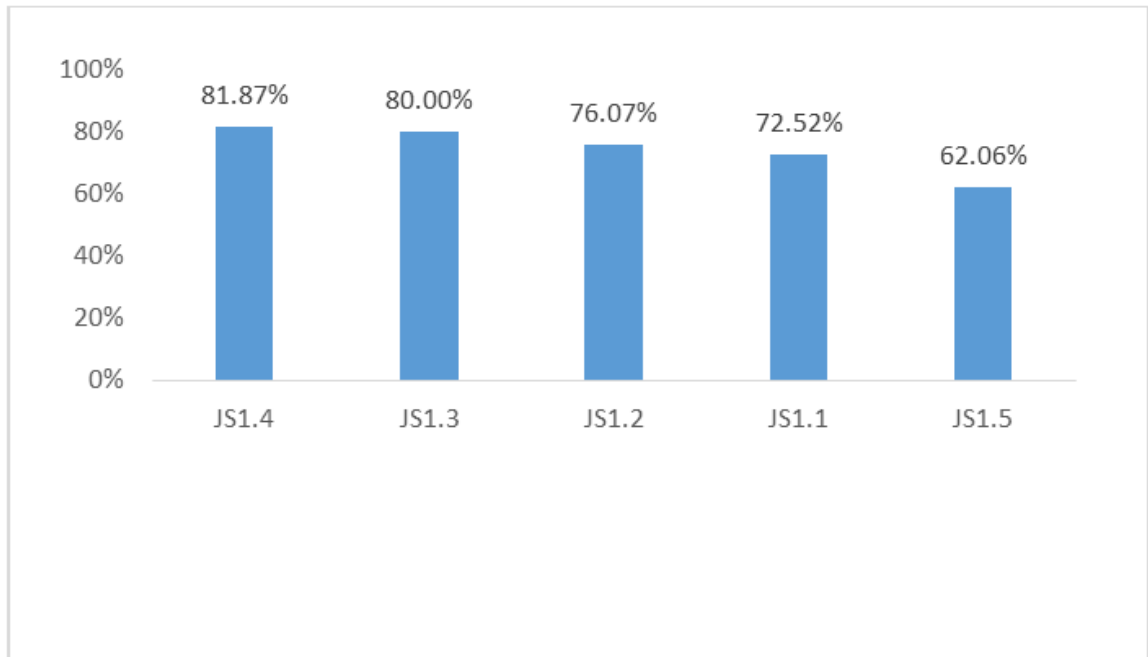
**Table (11): description of employee service paragraphs**

paragraphs	#	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation	Agreement ratio	
		1	2	3	4	5				
JS1.1	Frequency	3	10	28	49	17	3.63	0.96	72.52%	
	%	2.80%	9.35%	26.17%	45.79%	15.89%				
JS1.2	Frequency	1	11	21	49	25	3.80	0.95	76.07%	
	%	0.93%	10.28%	19.63%	45.79%	23.36%				
JS1.3	Frequency	2	3	14	62	26	4.00	0.81	80.00%	
	%	1.87%	2.80%	13.08%	57.94%	24.30%				
JS1.4	Frequency	3	5	11	48	40	4.09	0.96	<u>81.87%</u>	
	%	2.80%	4.67%	10.28%	44.86%	37.38%				
JS1.5	Frequency	10	31	20	30	16	3.10	1.24	<u>62.06%</u>	
	%	9.35%	28.97%	18.69%	28.04%	14.95%				
JS1	Frequency	19	60	94	238	124	3.73	0.63	74.50%	
	%	3.55%	11.21%	17.57%	44.49%	23.18%				
Weighted average		14.77%			67.66%					

**Source: Prepared by the researcher based on the result of the statistical analysis**

Here it is clear from the variable JS and especially serve employee dimension, most of the lectures in universities believe that more attention should be paid to serving lectures to be satisfied with their work.





**Figure (17): description of employee service paragraphs**

### **3.4.2.2 Higher Productivity Dimension Description**

Through Table (12), which represents the responses of the sample members towards the statements (JS2.1- JS2.5), which are related to describing the respondents' opinions towards the Higher Productivity dimension, which tend to agree, as the percentages and according to the statements indicate that (56.07%) Of the respondents, they agreed on the contents of these statements, while a percentage (26.36%) did not agree with the content of the statements of this dimension. The percentage of neutrals reached (17.57%), and the percentage of agreement reached (68.15%), and this came with mean (3.41) and a standard deviation (0.77). and this represents a preliminary result on the availability of indicators after Higher Productivity in the sample of the respondents. According to the terms, we find that the highest agreement is for the expression (JS2.2), which amounted to (83.18%), with mean and standard deviation of (4.16) and (0.96). respectively, which refers to opening training internally and externally for teachers,

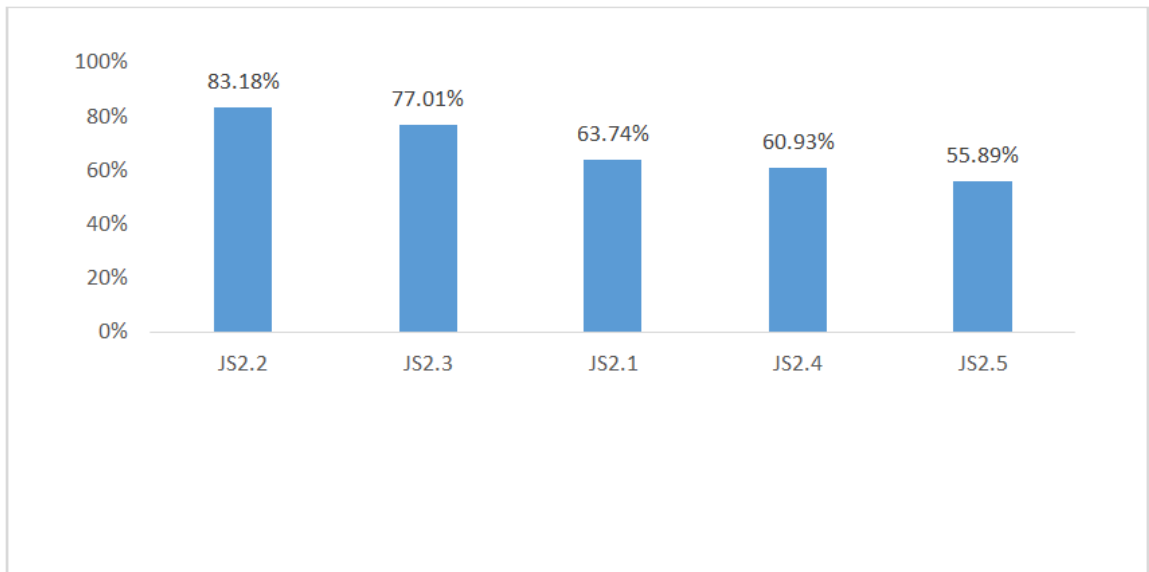
it will further improve university education level. While the lowest agreement percentage is for the statement (JS2.5), which amounted to (55.89%) and with mean and standard deviation of (2.79) and (1.29), respectively, which tend to not accept, meaning that the opinions tend towards disapproval of the concerned statement, which refers to universities, efforts are being made to provide new technology and modern devices for student. As shown in Figure (18).

**Table (12): description of higher productivity paragraphs**

paragraphs	#	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation	Agreement ratio	
		1	2	3	4	5				
JS2.1	Frequency	6	28	25	36	12	3.19	1.12	63.74%	
	%	5.61%	26.17%	23.36%	33.64%	11.21%				
JS2.2	Frequency	4	2	12	44	45	4.16	0.96	<u>83.18%</u>	
	%	3.74%	1.87%	11.21%	41.12%	42.06%				
JS2.3	Frequency	3	8	19	49	28	3.85	0.99	77.01%	
	%	2.80%	7.48%	17.76%	45.79%	26.17%				
JS2.4	Frequency	16	25	17	36	13	3.05	1.29	60.93%	
	%	14.95%	23.36%	15.89%	33.64%	12.15%				
JS2.5	Frequency	21	28	21	26	11	2.79	1.29	<u>55.89%</u>	
	%	19.63%	26.17%	19.63%	24.30%	10.28%				
JS2	Frequency	50	91	94	191	109	3.41	0.77	68.15%	
	%	9.35%	17.01%	17.57%	35.70%	20.37%				
Weighted average		26.36%			56.07%					

**Source: Prepared by the researcher based on the result of the statistical analysis**

Here, regarding the higher productivity dimension of the variable JS, it is clear that lectures believe that there is a significant importance in this dimension for the development of universities.



**Figure (18): description of higher productivity paragraphs**

### 3.4.2.3 Description of customer attraction

Through Table (13) which represents the answers of the sample members towards the statements (JS3.1- JS3.5), which relate to describing the respondents' opinions towards the Attracting Customer dimension, which tend to disagree, as the percentages and according to the statements indicate that (32.71%) Of the respondents agree on the contents of these statements, while a percentage (40.93%) disagree with the content of the statements of this dimension. The percentage of neutrals reached (26.36%), and the percentage of agreement on the mentioned dimension was (57.91%), and this came with mean (2.90). A standard deviation of (0.92), which represents a primary result of the lack of indicators after Attracting Customer among the sample of the respondents and (1.08), respectively, which indicates that there is fierce competition among universities to keep teachers and satisfy them with the performance of university president, which opinions tend to mediate, indicating that the percentage of approval and disapproval is relatively close, and in other words, opinions tend to be conservative. While the lowest agreement percentage is for the statement (JS3.5), which amounted to (50.09%)

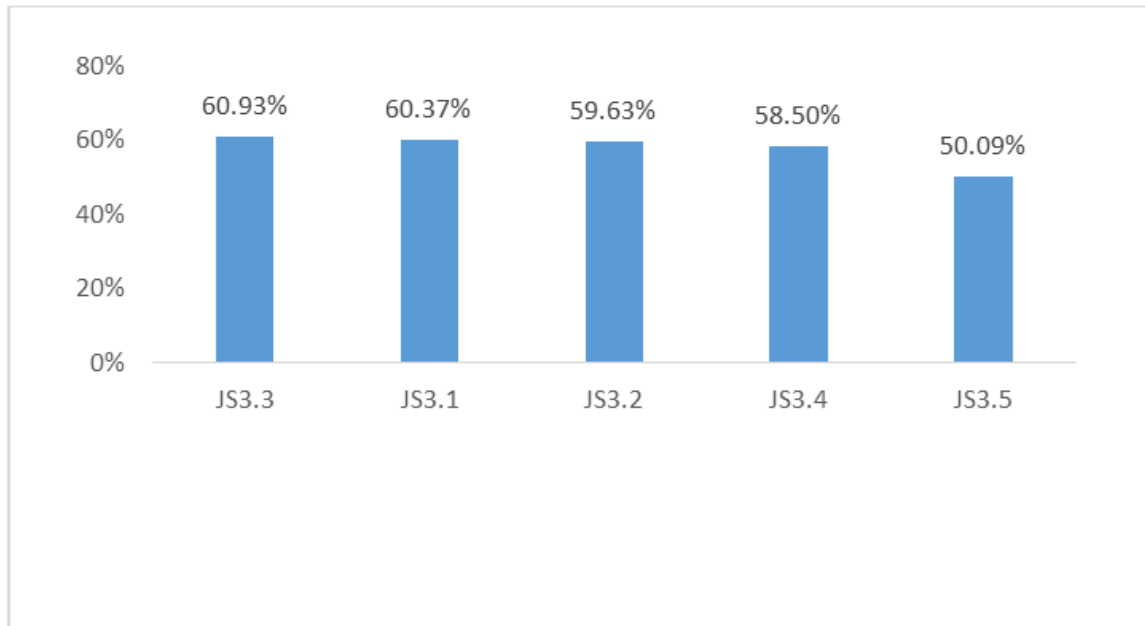
and with mean and standard deviation of (2.50) and (1.25), respectively, which tend to not accept, meaning that the opinions tend towards disapproval of the concerned statement, which refers to all education requirements are provided for teachers and students in all different collages. As shown in Figure (19).

**Table (13): description of attracting customer paragraphs**

paragraphs	#	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation	Agreement ratio	
		1	2	3	4	5				
JS3.1	Frequency	7	32	31	26	11	3.02	1.11	60.37%	
	%	6.54%	29.91%	28.97%	24.30%	10.28%				
JS3.2	Frequency	7	30	37	24	9	2.98	1.05	59.63%	
	%	6.54%	28.04%	34.58%	22.43%	8.41%				
JS3.3	Frequency	6	33	27	32	9	3.05	1.08	<u>60.93%</u>	
	%	5.61%	30.84%	25.23%	29.91%	8.41%				
JS3.4	Frequency	13	29	28	27	10	2.93	1.18	58.50%	
	%	12.15%	27.10%	26.17%	25.23%	9.35%				
JS3.5	Frequency	26	36	18	19	8	2.50	1.25	<u>50.09%</u>	
	%	24.30%	33.64%	16.82%	17.76%	7.48%				
JS3	Frequency	59	160	141	128	47	2.90	0.92	57.91%	
	%	11.03%	29.91%	26.36%	23.93%	8.79%				
Weighted average		40.93%			32.71%					

**Source: Prepared by the researcher based on the result of the statistical analysis**

It is clear that the attracting customer dimension of the JS variable plays a major role in lectures' trust in their university and administrative affairs.



**Figure (19): description of attracting customer paragraphs**

#### **3.4.2.4 Retaining qualified employee Dimension**

Through Table (14), which represents the responses of the sample members towards the statements (JS4.1- JS4.5), which relate to describing the respondents' opinions towards the Retaining Qualified Employees dimension, which tend to agree, as the percentages, according to the statements, indicate that (65.23%) Of the respondents agree on the contents of these statements, compared to a percentage (18.32%) who disagree with the content of the statements of this dimension. As for the percentage of neutrals, it reached (16.45%), and the percentage of agreement reached (73.79%), and this came with mean (3.69) and a standard deviation (0.64), and this represents a preliminary result on the availability of indicators after (Retaining Qualified Employees) among the sample of the respondents and at good levels. According to the statements, we find that the highest agreement percentage is for the expression (JS4.5), which amounted to (85.98%), with mean and standard deviation of (4.30) and (0.89), respectively, which indicates that universities should raise ranks on time to keep and support teachers. While the lowest phrase-level agreement ratio is for the phrase (JS4.1)

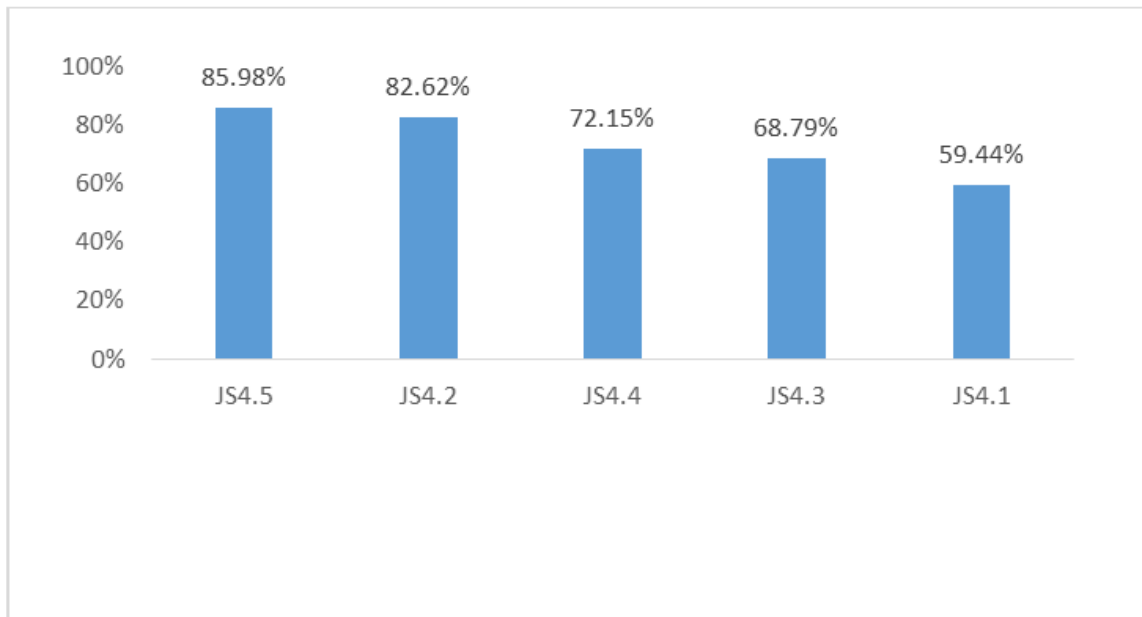
which was (59.44%) with mean and standard deviation. Their values are (2.97) and (1.25), respectively, which tend to disapproval, meaning that opinions tend toward disapproval or disapproval reservation of the phrase in question, which indicates that in the universities, they are trying to always keep the best high-level and capable teachers. As shown in Figure (20).

**Table (14): description of retaining qualified employee paragraphs**

Paragraphs	#	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation	Agreement ratio
		1	2	3	4	5			
JS4.1	Frequency	13	32	21	27	14	2.97	1.25	<u>59.44%</u>
	%	12.15%	29.91%	19.63%	25.23%	13.08%			
JS4.2	Frequency	3	4	9	51	40	4.13	0.92	82.62%
	%	2.80%	3.74%	8.41%	47.66%	37.38%			
JS4.3	Frequency	6	21	19	42	19	3.44	1.16	68.79%
	%	5.61%	19.63%	17.76%	39.25%	17.76%			
JS4.4	Frequency	1	14	32	39	21	3.61	0.98	72.15%
	%	0.93%	13.08%	29.91%	36.45%	19.63%			
JS4.5	Frequency	4	----	7	45	51	4.30	0.89	<u>85.98%</u>
	%	3.74%	0.00%	6.54%	42.06%	47.66%			
JS4	Frequency	27	71	88	204	145	3.69	0.64	73.79%
	%	5.05%	13.27%	16.45%	38.13%	27.10%			
Weighted average		18.32%			65.23%				

**Source: Prepared by the researcher based on the result of the statistical analysis**

Regarding retaining qualified employee, according to lectures in universities, in general, worked on and always as a university is trying to keep lectures, to do .their jobs faithfully in this university



**Figure (20): description of attracting customer paragraphs**

### 3.4.3 Dynamic Environment Dimension

Through table (15), which represents the answers of the sample members towards the statements (DE1-DE5), which relate to describing the respondents' opinions towards the Dynamic Environment, which tend to agree, as the percentages and according to the statements indicate that (53.27%) of the respondents agree on What is included in these statements against a percentage of (7.48%) who do not agree with the content of the statements of this dimension. As for the percentage of neutrals, it reached (39.25%), and the percentage of agreement reached (71.25%), and this came with mean (3.56) and a standard deviation (0.63), and this represents A preliminary result on the availability of indicators for the (Dynamic Environment) among the sample of respondents and at good levels, and according to the terms, we find that the highest agreement is for the expression (DE1), which amounted to (83.74%), and with mean and standard deviation of (4.19) and (0.83), respectively, which indicates to Collages needs to have a diverse environment to compatible with the work system and ensure the continuity staff's work. While the

lowest agreement is for (DE4), which amounted to (65.42%), with mean and standard deviation of (3.27) and (1.16) and respectively, which tend to accept, that is, opinions tend towards approval of the statement in question Intent which refers to the factors that affects how a college's HR performs is the dynamic environment. As shown in Figure (21).

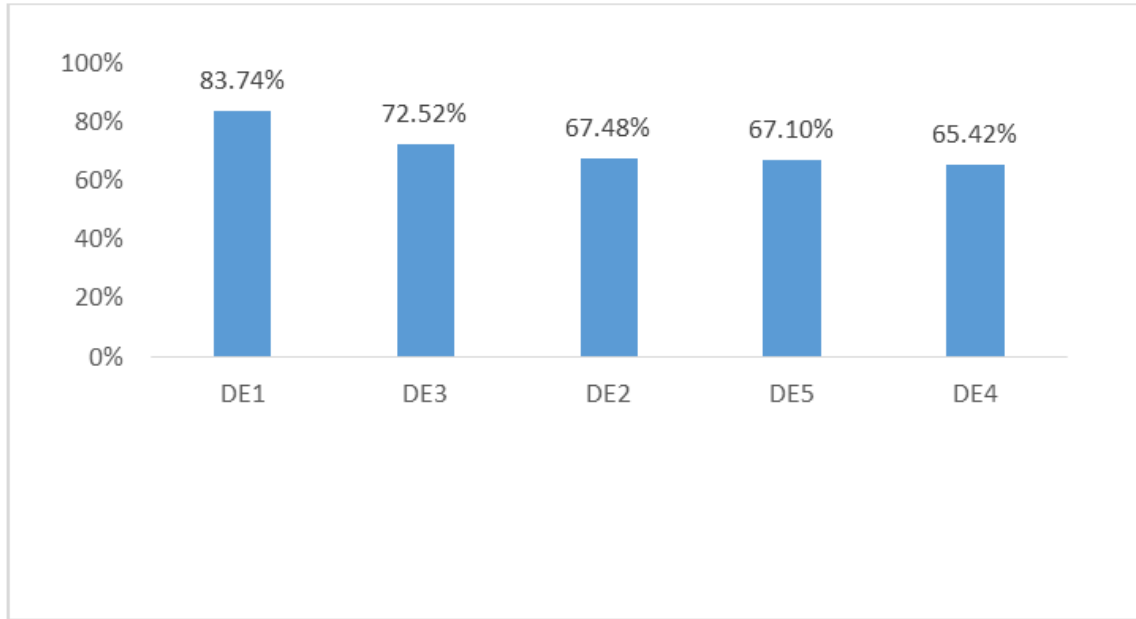
**Table (15): description of dynamic environment paragraphs**

paragraphs	#	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation	Agreement ratio	
		1	2	3	4	5				
DE1	Frequency	2	----	16	47	42	4.19	0.83	<u>83.74%</u>	
	%	1.87%	0.00%	14.95%	43.93%	39.25%				
DE2	Frequency	10	----	50	34	13	3.37	1.02	67.48%	
	%	9.35%	0.00%	46.73%	31.78%	12.15%				
DE3	Frequency	6	----	41	41	19	3.63	0.97	72.52%	
	%	5.61%	0.00%	38.32%	38.32%	17.76%				
DE4	Frequency	16	----	43	35	13	3.27	1.16	<u>65.42%</u>	
	%	14.95%	0.00%	40.19%	32.71%	12.15%				
DE5	Frequency	6	----	60	32	9	3.36	0.86	67.10%	
	%	5.61%	0.00%	56.07%	29.91%	8.41%				
DE	Frequency	40	0	210	189	96	3.56	0.63	71.25%	
	%	7.48%	0.00%	39.25%	35.33%	17.94%				
Weighted average		7.48%			53.27%					

**Source: Prepared by the researcher based on the result of the statistical analysis**

The dynamic environment, which plays a mediating role, has been worked on to a good extent in universities, and they have developed the system of teaching and learning processes.

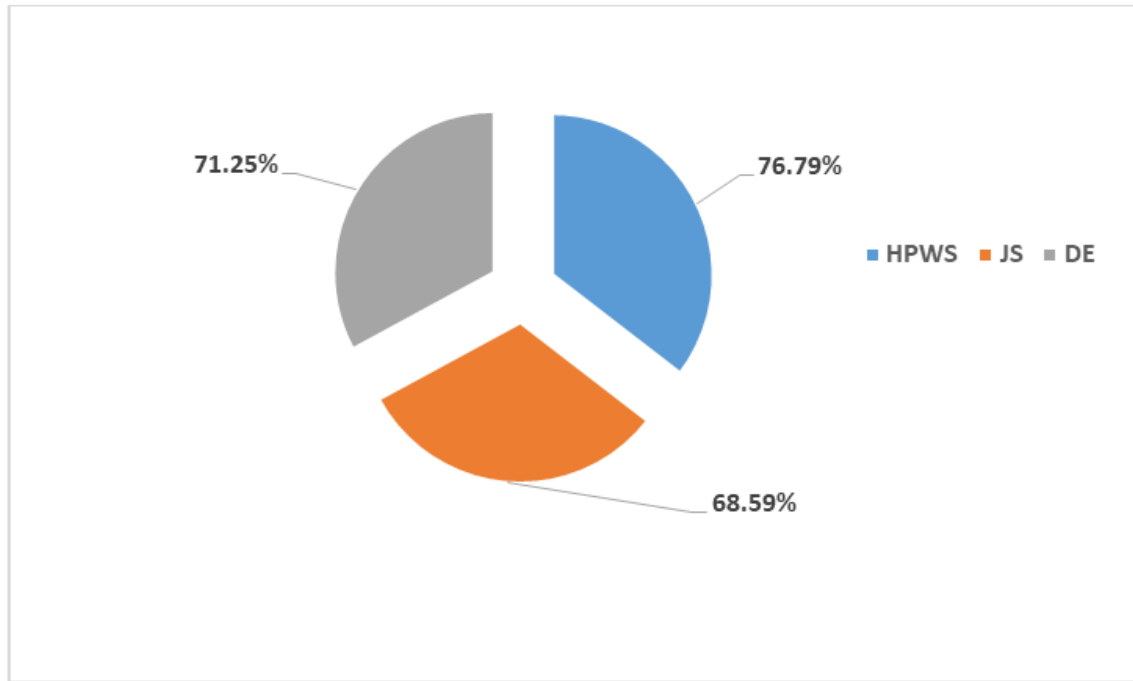




**Figure (21): description of dynamic environment paragraphs**

## **Chapter Five: Structural importance Dimensions of the study**

The ordinal importance of the of the study and its dimensions can be determined through the values of the circles and the percentages of agreement for each of the parts of the study, and depending on the results shown in Tables (15), (16) and (17), where we find that the High Performance Work System ranked first Of importance and at good levels, as its mean and agreement ratio of (3.84), (76.79%), respectively, and as shown in Table (16), as for the Dynamic Environment, it ranked second in importance and at good levels as well, where its mean reached ( 3.56) with a percentage of agreement (71.25%) and as shown in Table (15), as for the Job Satisfaction, it came in the last rank of relative importance, where the percentage of its agreement and according to the opinions of the research sample (68.59%) and mean (3.43) and as shown In Table (17) and the figure below shows the relative importance of this part and variables of the study.



**Figure (22): The relative importance of study variables**

### 3.5.1 High performance work system Dimension

It is evident from Table (16) that the ordinal importance of the dimensions of High-Performance Work System varies in terms of importance, as the ordinal importance ranged between (81.61%) and (73.08%) for the two dimensions, Commitment and Adaptability, respectively.

As we find that the Commitment dimension ranked first in terms of importance, where the mean reached (4.08) and an agreement rate (81.61%), followed by the Organizational Structure dimension with mean (3.88) and the percentage of its agreement was (77.61%), and it came after In the third place came the Involvement dimension with mean (3.74) with the percentage of agreement, which amounted to (74.84%), and finally came after Adaptability with mean and an agreement rate of (3.65) (73.08%) on the assumption and according to the respondents' opinions.

**Table (16): relative importance according to the dimensions of the high-performance work system**

Dimensions	Mean	Agreement ratio	Arrange as important
Commitment	4.08	81.61%	1
Structure Organizational	3.88	77.61%	2
Involvement	3.74	74.84%	3
Adaptability	3.65	73.08%	4
The total indicator	3.84	76.79%	-----

**Source: Prepared by the researcher based on the result of the statistical analysis**

Here, in general, the variable HPWS, commitment dimension satisfaction rate, by university lectures that should be paid attention to comes first, that is, in general commitment has a significant impact on the progress of HPWS.

### **3.5.2 Job Satisfaction Dimension**

The ordinal importance of the dimensions of job satisfaction varies, as shown in Table (17), where the ordinal importance ranged between (74.51%) and (57.91%) for the two dimensions Employee service and Attracting Customer, respectively.

It was found through the results that the Employee Service dimension ranked first in terms of the relative importance of opinions, where the mean was (3.73) and the percentage of agreement was (74.51%), followed by the dimension Retaining Qualified Employees with mean (3.69) and its agreement percentage was (73.79%), and in the third place came the dimension Higher Productivity with mean (3.41) with the percentage of agreement, which amounted to (68.15%), and in the last rank came after Attracting Customer with mean and an agreement rate of (2.90)

(57.91%) on the assumption only the opinions of the respondents, and based on what it was found that the relative importance of the four dimensions, represented by the percentages of agreement, were somewhat distant and relatively dispersed.

**Table (17): relative importance according to the dimensions of the job satisfaction**

Dimensions	Mean	Agreement ratio	Arrange as important
Serve Employee	3.73	74.51%	1
Retaining Qualified Employees	3.69	73.79%	2
Higher Productivity	3.41	68.15%	3
Customer Attracting	2.90	57.91%	4
The Total Indicator	3.43	68.59%	-----

**Source: Prepared by the researcher based on the result of the statistical analysis**

Here, in general, the variable JS, serve employee dimension the satisfaction rate of teachers to pay attention to this dimension comes first in universities, so that all employees and teachers are satisfied with their work.

## **Chapter Six: Testing Research Model and Hypothesis**

For testing the hypotheses that the research came up with, the researcher used the analysis of the correlation between the study variables to test the first and second hypotheses, and the structural equation modeling technique was used to test the third hypothesis. After analyzing the data, the following results were obtained:

### **3.6.1 First Hypothesis**

The first hypothesis is divided into two hypotheses: the first sub-hypothesis, which states that there is a positive significant relationship between the variables of High Performance Work System and Dynamic Environment, while the second sub-hypothesis states that there is a positive significant relationship between the variables of High Performance Work System and Job Satisfaction variable, and based on Table (18), which represents the values of the matrix of correlation coefficients between the study variables, it was found that there is a positive relationship with statistical significance between the High Performance Work System and Dynamic Environment as well as with the dependent variable of Job Satisfaction, where the value of the correlation coefficient between the High Performance Work System and the Dynamic Environment variable was (0.649\*\*), as well as the value of the correlation coefficient between the High Performance Work System and the Job Satisfaction variable, which amounted to (0.710\*\*). Relying on the values of the statistical significance level of the correlation coefficients between the mentioned variables, where the values were less than the assumed statistical significance level (0.05), and this indicates the significance of the coefficients' values and thus the acceptance of the first hypothesis that came with it. In other words, whenever the levels of the variable (HPWS) increase, the levels of the two variables (DE) and (JS) increase with it by (65%) and (71%), respectively and vice versa.

**Table (18): Correlation Matrix of the study model**

#		High Performance Work System	Job Satisfaction	Dynamic Environment
High Performance Work System	Pearson Correlation	1		
	Sig.			
Job Satisfaction	Pearson Correlation	0.710**	1	
	Sig.	0.000		
Dynamic Environment	Pearson Correlation	0.649**	0.773**	1
	Sig.	0.000	0.000	

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

Source: Prepared by the researcher based on the result of the statistical analysis

In general, it is clear that there is a direct relationship between the two main variables HPWS and JS and the mediator variable DE, if the higher the DE in universities, Then HPWS and JS in this university will increase and progress.

### 3.6.2 Second Hypothesis

The data in Table (19), which represent the values of the correlation coefficients and their level of significance between the dimensions of the Job Satisfaction variable and the High-Performance Work System and Dynamic Environment variables. With Employee Service, Higher Productivity, Attracting Customer, Retaining Qualified Employees and between the variables of High Performance Work System, if the values of the correlation coefficients were (0.602\*\*), (0.619\*\*), (0.527\*\*) ,(0.588\*\*) and respectively. And it was statistically significant at a significant level (0.05), and this indicates that the higher the levels of the Job Satisfaction dimension, the higher the levels of the variable of High Performance Work System increased by (60%), (62%), (53%), (59). %) and vice

versa. We conclude from this that the first sub-hypothesis that came from the research was verified.

It was also found that there was a positive significant correlation between the dimensions of the Job Satisfaction variables and the Dynamic Environment variables, as the values of the correlation coefficient were (0.504\*\*), (0.723\*\*), (0.643\*\*), (0.629\*\*), and on and it was statistically significant at a significant level (0.05), and this indicates that the higher the levels of (Job Satisfaction) dimensions, the higher the levels of the Dynamic Environment variables by (50%), (72%), (64%), (63%) and respectively and vice versa. We conclude from this that the second sub-hypothesis that the research came up with was verified.

**Table (19):The correlation coefficient values between the dimensions of the variable (JS) with the (HPWS) variable and a variable (DE)**

Dimension of Job Satisfaction		HIGH PERFORMANCE WORK SYSTEM	DYNAMIC ENVIRONMENT
Serve Employee	Pearson Correlation	0.602**	0.504**
	Sig.	0.000	0.000
Higher Productivity	Pearson Correlation	0.619**	0.723**
	Sig.	0.000	0.000
Attracting Customer	Pearson Correlation	0.527**	0.643**
	Sig.	0.000	0.000
Retaining Qualified Employees	Pearson Correlation	0.588**	0.629**
	Sig.	0.000	0.000

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

**Source: Prepared by the researcher based on the result of the statistical analysis**

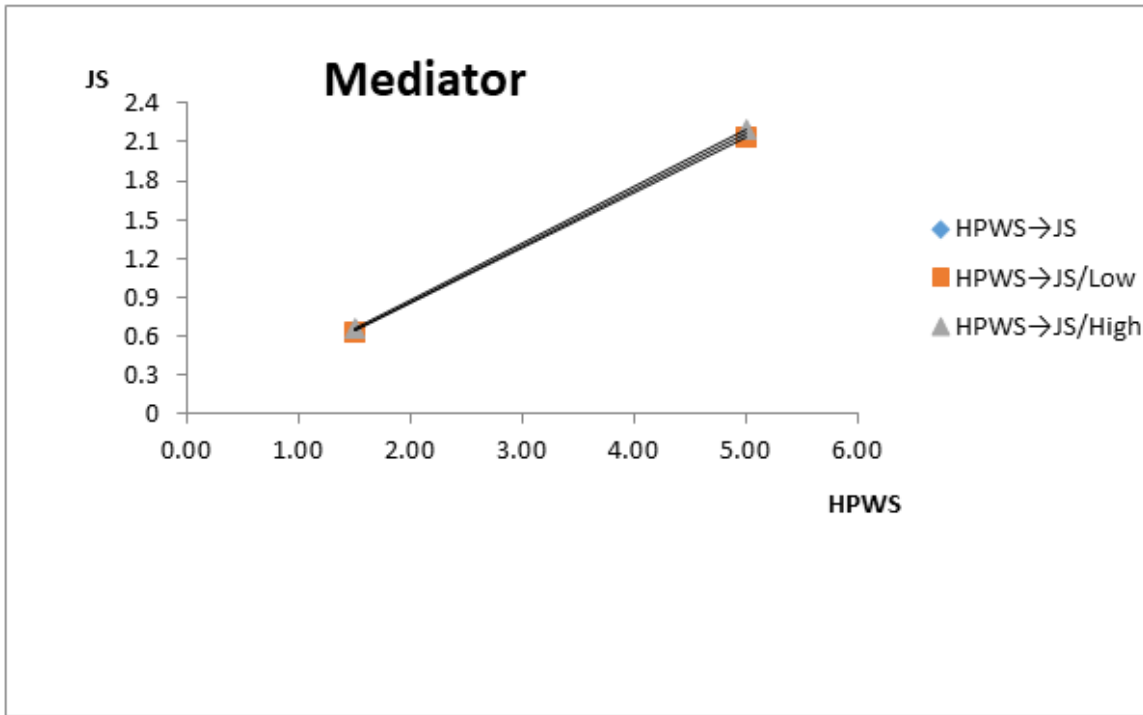
What is clear here is that the total JS dimensions has a positive and significant relationship on the variable HPWS, mediator DE, lectures are in favor of following in universities.

### **3.6.3 Third Hypothesis**

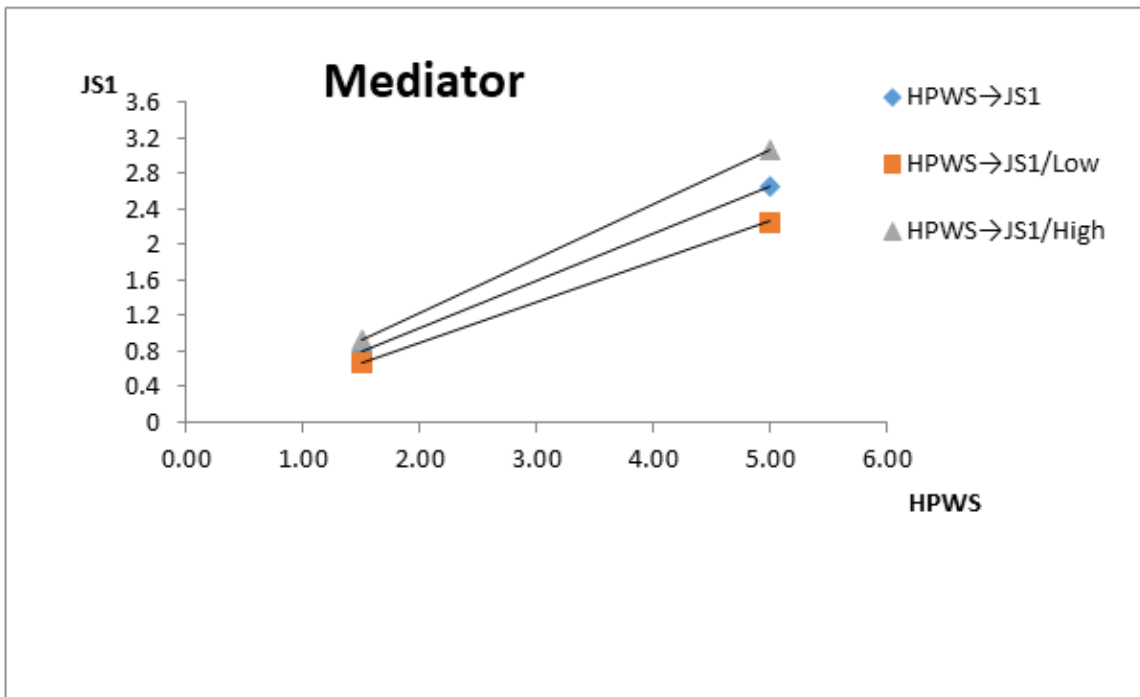
From table (20) we note the following:

1. The independent variable (HPWS) affects the dependent variable (JS), and this effect was statistically significant, based on the value of the significance level of the regression weight (0.000000), which was less than the level of statistical significance assumed by the researcher, which amounted to (0.05).
2. The interaction of the modifier variable (DE) with the independent variable (HPWS) and its effect on the dependent variable (JS) was statistically significant at the low and high levels of the modified variable, based on the values of the statistical significance level, where the values were less than the assumed significance level, which is (0.05). We also note that the regression weight in the absence of the rate variable was (0.4329), but when entering the rate variable, and at the lower levels, the regressive weight decreased, reaching (0.4269), and at the higher levels of the modified variable, the regressive weight reached (0.4389). From the previous information, it is clear that the presence of the modifier variable and at its lower levels reduce or decrease the influence of the independent variable on the dependent variable, but at higher levels of the modified variable, the independent variable increases its influence on the dependent variable as shown in figure (23), and in other words, the intensity of the relationship varies Between the independent variable and the modifier, at higher levels the intensity of the relationship increases and vice versa, and therefore the hypothesis that the research came up with is accepted.





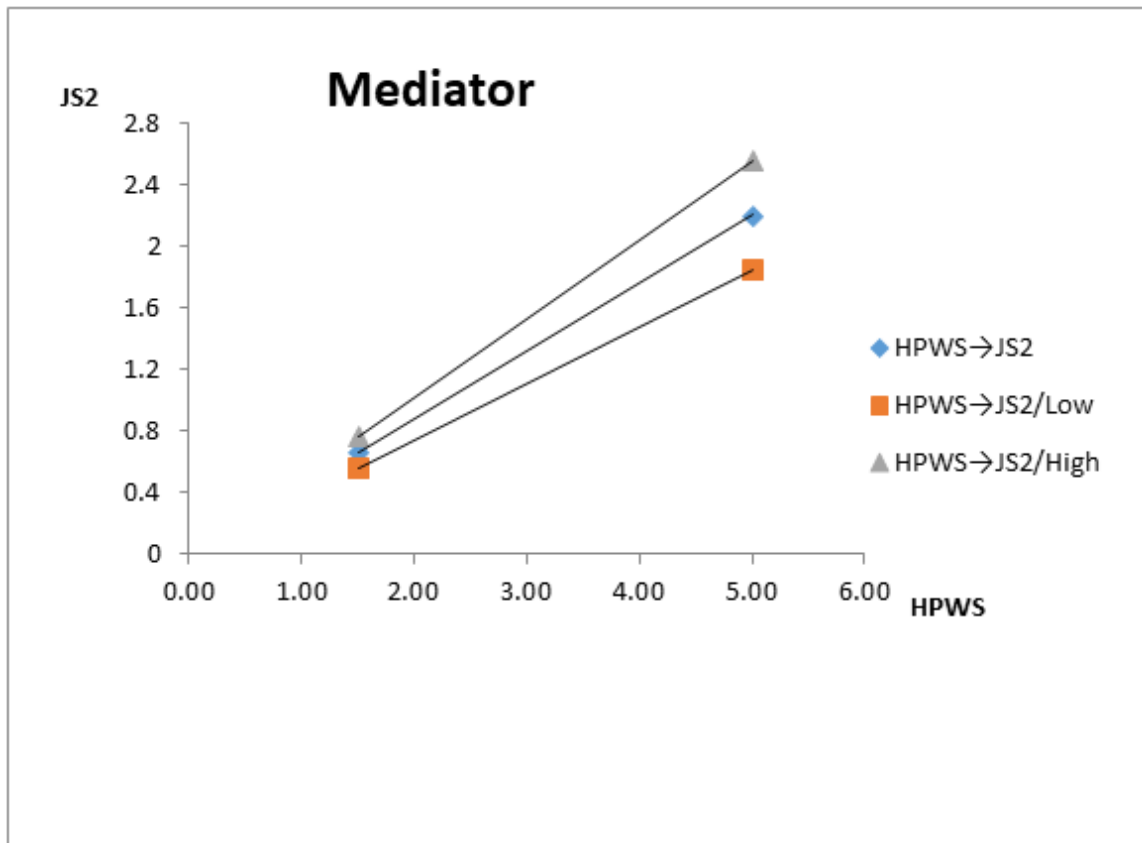
**Figure (23):** The effect of the (HPWS) on the (JS) at different levels of the (DE)



**Figure (24):** The effect of the (HPWS) on the (JS) at different levels of the (DE)

3-The independent variable (HPWS) affects the dependent variable represented by the dimension Employee Service-(JS1) and that this effect was statistically significant, based on the value of the regression weight level (0.000000), which was less than the level of statistical significance assumed by researcher and reaching (0.05).

4- The interaction of the rate variable (DE) with the independent variable (HPWS) and its effect on the dependent variable represented by the dimension Employee Service-JS1) was statistically significant at the low and high levels of the modified variable, based on the values of the statistical significance level where the values were less from the hypothetical significance level of (0.05). We also note that the regression weight in the absence of the rate variable was (0.5325), but when entering the rate variable and at the lower levels, the regressive weight decreased, reaching (0.4515), and at the higher levels of the modified variable, the regressive weight reached (0.6134). From the previous information, it is clear that the presence of the rate variable at its lower levels reduces or decreases the influence of the independent variable on the dependent variable represented by the dimension (Serve Employee-JS1), but at the higher levels of the modified variable, the independent variable increases its influence on the mentioned dependent variable, as shown in the figure (24), in other words, the intensity of the relationship varies between the dependent variable. At higher levels of the modified variable, the intensity of the relationship increases and vice versa, and therefore the hypothesis that the research came up with is accepted.

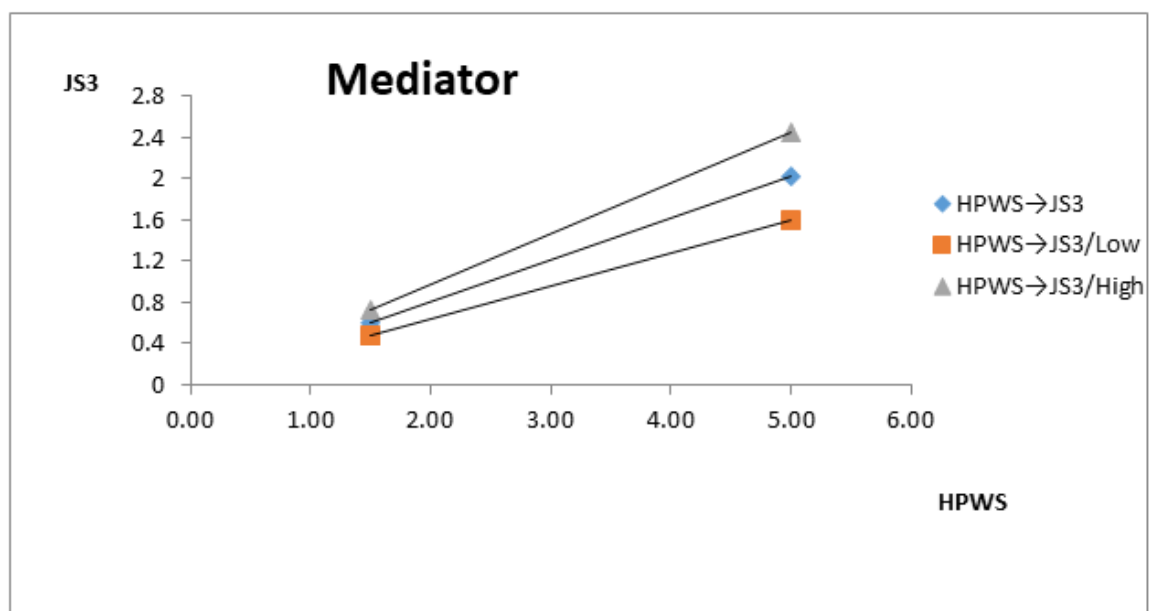


**Figure (25): The effect of the (HPWS) on the (JS2) at different levels of the (DE)**

5- The independent variable (HPWS) affects the dependent variable represented by the dimension Higher Productivity-(JS2) and that this effect was statistically significant, based on the value of the regression weight level (0.000000), which was less than the level of statistical significance assumed before researcher and reaching (0.05).

6- The interaction of the rate variable (DE) with the independent variable (HPWS) and its effect on the dependent variable represented by the dimension Higher Productivity-(JS2) was statistically significant at the higher levels of the modified variable, but at low levels, the effect was not significant, based on the value of the level of statistical significance where the value of the significance level (0.0597) is greater than the hypothetical significance level of (0.05), which means that the modified variable and its low levels make the relationship between the independent and dependent variable not significant, that is, it has a negative impact (the

presence of low levels of the modified variable constitutes a factor risk to the relationship between the independent and dependent variable, but rather make it insignificant). Regardless of the insignificance of the relationship between the independent and dependent variable at low levels of the average variable, and depending on the regression weight values, it was found that the regressive weight and at low levels, the intensity of the relationship decreases (no relationship) and also at higher levels the intensity of the relationship between the two independent variables increases, compared to The regression weight of the relationship between the dependent and independent variables in the absence of the modifier variable. From the previous information, the presence of the rate variable at its lower levels reduces or decreases the effect of the independent variable on the dependent variable represented by the dimension Higher Productivity-(JS2) and makes it non-existent because it is not significant. It is shown in Figure (25), and in other words, the intensity of the relationship varies between the independent variable and the modifier



**Figure (26): The effect of the (HPWS) on the (JS3) at different levels of the (DE)**

7- The independent variable (HPWS) affects the dependent variable represented by the dimension Attracting Customer-(JS2) and that this effect was statistically significant based on the value of the regression weight level (0.000000), which was less than the level of statistical significance assumed before researcher and reaching (0.05).

8- The interaction of the modifier variable (DE) with the independent variable (HPWS) and its effect on the dependent variable represented by the dimension Attracting Customer-(JS2) was statistically significant at the low and high levels of the modified variable, based on the values of the statistical significance level where the values were less from the hypothetical significance level of (0.05). We also note that the regressive weight in the absence of the rate variable was (0.4046), but when entering the rate variable and at the lower levels, the regressive weight decreased, reaching (0.3203) and at the higher levels of the modified variable, the regressive weight reached (0.4888). From the previous information, it is clear that the presence of the rate variable at its lowest levels reduces or decreases the effect of the independent variable on the dependent variable represented by the dimension Attracting Customer-(JS2), but at higher levels of the modified variable, the independent variable increases its influence on the mentioned dependent variable, as shown in the Figure (26), in other words, the intensity of the relationship between the independent variable and the modifier varies.

9- The independent variable (HPWS) affects the dependent variable represented by the dimension Retaining Qualified Employees-(JS4) and that this effect was statistically significant based on the value of the regression weight level (0.000000), which was less than the assumed statistical significance level of by researcher and reaching (0.05).

10-The interaction of the modifier variable (DE) with the independent variable (HPWS) and its effect on the dependent variable represented by the dimension (Retaining Qualified Employees-JS4) was statistically significant at the low and

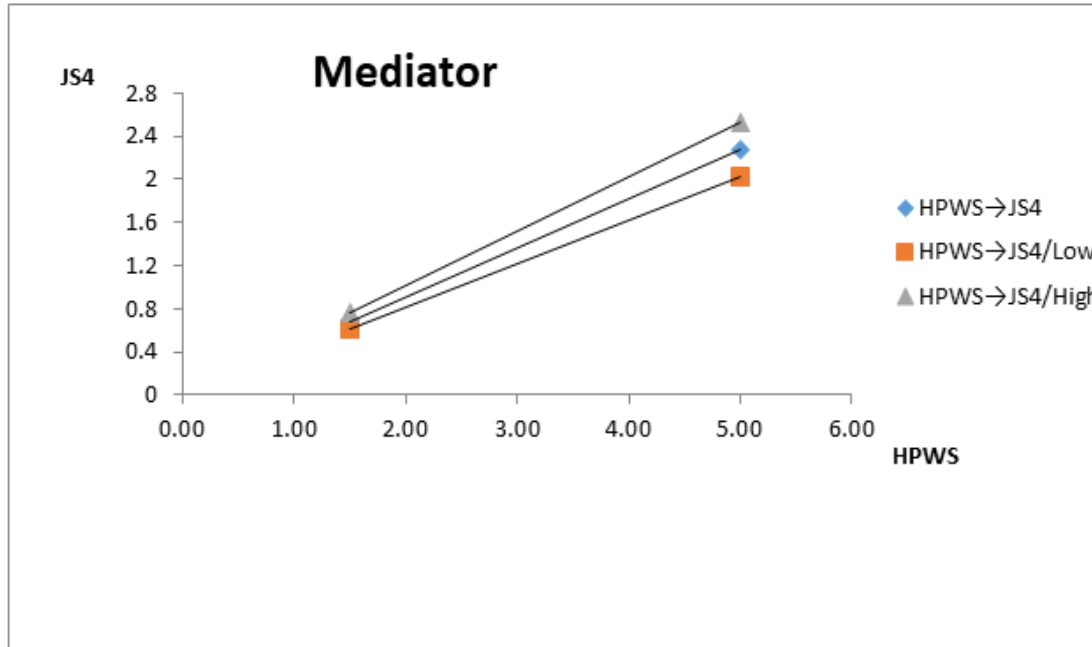
high levels of the modified variable, based on the values of the statistical significance level, where the values were Less than the assumed significance level of (0.05). We also note that the regressive weight in the absence of the rate variable was (0.4542), but when entering the rate variable and at the lower levels, the regressive weight decreased, reaching (0.4038), and at the higher levels of the modified variable, the regressive weight reached (0.5047). From the previous information, it is clear that the presence of the rate variable and at its lower levels reduces or decreases the effect of the independent variable on the dependent variable represented by the dimension Retaining Qualified Employees-(JS4), but at the higher levels of the modified variable, the independent variable increases its influence on the dependent variable mentioned, as shown in Figure (27), in other words, the intensity of the relationship varies between the independent variable and the modifier.

**Table (20): Mediating Path Coefficient between HPWS and JS**

Relationship	Mediator	Estimate	sig.	Decision
<b>HPWS→JS</b>	-----	0.4329	0.0000	Sig.
	DE /Low	0.4269	0.0058	Sig.
	DE /High	0.4389	0.0008	Sig.
<b>HPWS→JS1</b>	-----	0.5325	0.0000	Sig.
	DE /Low	0.4515	0.0054	Sig.
	DE /High	0.6134	0.0051	Sig.
<b>HPWS→JS2</b>	-----	0.4402	0.0000	Sig.
	DE /Low	0.3699	0.0597	Not Sig.
	DE /High	0.5105	0.0004	Sig.
<b>HPWS→JS3</b>	-----	0.4046	0.0247	Sig.
	DE /Low	0.3203	0.0287	Sig.
	DE /High	0.4888	0.0498	Sig.
<b>HPWS→JS4</b>	-----	0.4542	0.0038	Sig.
	DE /Low	0.4038	0.0216	Sig.
	DE /High	0.5047	0.0152	Sig.

Source: from the preparation of the researcher based on the results of the statistical analysis

In general, the DE mediator has a positive effect on HPWS and JS that is, the higher the DE in the universities, the better the HPWS and JS.



**Figure (27): The effect of the (HPWS) on the (JS4) at different levels of the (DE)**

## **Part Four**

### **Conclusions, Recommendations, and Future Thesis**

#### **4.1 Conclusions**

#### **4.2 Recommendations**

#### **4.3 Future Thesis**



## **4.1 Conclusions**

### **First: General Conclusions**

Through the theoretical and drawing conclusions, the following conclusions were reached:

1. In order to adapt to a constantly changing and dynamic workplace, HR practices must be dynamic themselves. An increasing number of people are talking about the necessity to constantly develop new skills and competencies in order to improve HR practices, which ultimately improves HR performance.
2. The dynamic nature of the business environment necessitates the use of enablers, capabilities, and different norms and practices by fast organizations. For long-term value development and competitive advantage, the HR function is a structural load subsystem.
3. In the workplace, HPWS-aligned HR practices can boost employee satisfaction by helping them feel more in control, more in charge of their own lives, and more successful. A person's self-awareness, self-confidence, and sense of belonging in the workplace are also thought to be enhanced by HPWS.
4. HPWS efforts that improve the lives of workers are therefore likely to have a beneficial impact on job satisfaction.
5. Job satisfaction refers to a set of evaluations that focus on various aspects of work to show how much an individual values their position.

## **Second: Implementing Conclusions**

The following results were obtained after analyzing the data and generating conclusions:

1. After the researcher concluded by analyzing and following up the private and personal information for teachers in universities, the majority of respondents were male, most respondents were 36-45 years old, and according to the analysis, most teachers had 20 years of work experience.
2. As a result of the data analysis, the researcher found that after publishing the survey in the polytechnic universities of Erbil, Duhok and Sulaymaniyah, the most respondents were in Erbil, and also according to the university teachers' high level and type of degree most respondents had a master's degree.
3. After evaluating the variables to see which variables are the best and given more importance by universities, the researcher concluded that the most important variable (high performance work system) comes first, (dynamic environment) comes second, and (job satisfaction) comes third and finally.
4. The researcher ranks the variable high performance work system in its dimensions based on data analysis in terms of importance (adaptability) which is significantly emphasized in universities than other dimensions, (organization structure, commitment, and involvement), also involvement is the least important.
5. After the researcher obtained information about the second variable job satisfaction, the dimensions from the most followed to the lowest were as follows (attracting customer, retaining qualified employee, higher productivity, serve employee).
6. The last mediating variable between the two variables (high performance work system and job satisfaction) is (dynamic environment) different from other variables. It contains several specific questions that are very

satisfactory .Collages need to have a diverse environment to be compatible with the work system and ensure the continuity work of the staff.

7. After the researcher found through data analysis that there is a direct relationship between high performance work system and job satisfaction, as well as the value of the matrix of correlation coefficients between the variables it was found that there is a positive relationship of statistical significance between the high performance work system and dynamic environment.
8. The researcher finally discusses the differences in the total number of teachers in Polytechnic Universities in terms of personal knowledge about (gender, age, education level, years of experience, and province).

## **4.2 Recommendations**

### **First: General Recommendations**

Based on the conclusions of this thesis, the present researcher proposes the following set of recommendations:

1. I suggest that attention be paid to the services and incentives of teachers by the Ministry of Higher Education to improve the performance of teachers and all universities.
2. Universities should offer special offers to teachers and students to facilitate their continuity, due to the sudden economic crisis in society.
3. Special honors and rewards lead to job satisfaction, retention, and greater loyalty of lectures in universities.
4. There must be organization and planning for the work structure in universities and lectures commitment will increase the satisfaction of the community in the university.
5. In order to improve the level of universities and increase the number of university students, the curriculum should be more academic and work on it.

## **Second: Implementing Recommendation**

Based on the conclusions of this thesis, the present researcher proposes the following set of recommendations:

1. Among the three variables, the highest satisfaction is with the high performance work system. Therefore, all universities and departments should develop and implement a standardized plan for the high performance work system.
2. Lectures in universities must be adequately supported to be satisfied with their working methods.
3. Continued attention should be paid to adaptation in universities, coupled with attention to other dimensions of high performance work systems for greater university success.
4. I suggest that universities pay more attention to the services of lectures in order to develop their work and continue to grow scientifically.
5. Universities should always have an alternative plan for the changing technological environment, so that they can adapt to the changes

### **4.3 Recommendation of Future Thesis**

1. The impact of HPWS, Organizational Structure on implementing Job Satisfaction, Serve employee.
2. The relationship between Dynamic Environment, Technological change and Job Satisfaction.
3. The impact of Job Satisfaction, Retaining Qualified Employee on Organization Structure.
4. The impact of Dynamic Environment, Economic Fluctuation on Attracting Customer.

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## **Appendices**

### **Appendix (1)**

#### **Name of Assessment Lectures**

<b>N</b>	<b>Name of the Lectures</b>	<b>Academic Title</b>	<b>University</b>
1	Dr. Karwan Ali Qader	Assistant Professor	SPU
2	Ms. Samira Ali Ibrahim	Assistant Professor	Salahadin University
3	Dr. Abdulkhalq Nadir Qadir	Lecture	EPU
4	Dr. Dyar Moaaz Khalil	Lecture	Soran University
5	Dr. Rizgar Saeed Hussien	Lecture	Soran University

### **Appendix (2)**

#### **Names of the interviewees**

##### **1. EPU – Technical College of Management**

<b>N</b>	<b>Name</b>	<b>Head of the department of</b>
1	Dr. Shirzad Muhammed Mahdi	Marketing and Language
2	Dr. Arshad Sadiq Abdullah	Accounting
3	Mr. Mansour Nouradin Hassan	Media
4	Mr. Raqeeb Abdullah Omer	Business Management

## **2. DPU – Technical College of Management**

<b>N</b>	<b>Name</b>	<b>Head of the department of</b>
<b>1</b>	Asst. Prof. Dr. Nzar Rashed Noori	Accounting
<b>2</b>	Dr. Ahmed Seifallah	Technical Information management
<b>3</b>	Dr. Fairouz Mustafa Hamdi	Media
<b>4</b>	Mr. Aras Majeed Ahmed	Business Management

## **3. SPU – Technical College of Management**

<b>N</b>	<b>Name</b>	<b>Head of the department of</b>
<b>1</b>	Asst. Prof. Dr. Karwan Ali Qadir	Public Relation and Marketing
<b>2</b>	Dr. Kamaran Qader Yaqoub	Finance and Accounting
<b>3</b>	Dr. Sherko Jabbar Muhammed	Media
<b>4</b>	Mrs. Nigar Ali Muhammed	Business Management



## Appendix (3)

### Questionnaire

**Dear teachers and answerer:** this form includes questions for the purpose of a survey to collect master degree's data under the title (**The Impact of High Performance Work System on Job Satisfaction through Dynamic Environment: Analytic Study of the Academic Staff Views at Polytechnic Universities in Kurdistan Region – Iraq**). The research will be conducted at the Polytechnic University-College of Administrative Technology (Erbil, Duhok, and Sulaymaniyah), and teachers will be surveyed. Please devote some time to answering the questions, set the (√) sign for each question according to your opinion and you're understanding.

Thank you for your help and participation in this survey.

We appreciate it....

RESEARCHER

Shayan Shwan Mohammed-Ameen

SUPERVISOR

Dr. Shirzad Mohammed Mahdi

**FIRST: PERSONAL INFORMATION**

1. **GENDER** MALE  FEMALE
2. **AGE** LESS THAN 25 YEAR  26-35  36-45   
46-55  MORE THAN 55 YEARS
3. **EDUCATION LEVEL** MASTER  PHD
4. **YEARS OF EXPERIN** LESS THAN 5  6-10  11-15  16-20   
MORE THAN 20
5. **UNIVERSITY LOCATION** HAWLER  DUHOK  SULAYMANIAH

**SECOND: WHICH ARE THE DIMENSIONS, CHOOSE A PHRASE FOR EACH QUESTION AND WRITE A (√) SIGN THAT INCLUDES:**

**"STRONGLY AGREE" "AGREE" "NATURAL" "DISAGREE" "STRONGLY DISAGREE"**

**THE DIMENSIONS OF HIGH PERFORMANCE WORK SYSTEM (HPWS)**

NO	ITEMS	STRONGLY AGREE	AGREE	NATURAL	DISAGREE	STRONGLY DISAGREE
<b>1. ORGANIZATIONAL STRUCTURE</b>						
1.	Universities have specific goals and structures that must always be applied.					
2.	The structures that universities want to apply sometimes have to change because of the differences in social and economic environments.					
3.	Universities that have strict rules for the education and work system often delay innovation in education.					
4.	When decisions are made only at the top level (the president of university), this leads to a violation or abuse of rights that the lower levels never have the right to make decisions.					
5.	The performance of teachers and employees must be controlled in order to achieve the goals, laws and criteria planned.					
<b>2. COMMITMENT</b>						
1.	The way leadership is handled in universities can make teachers committed to their duties.					
2.	When teachers are satisfied with their management performance, they try to serve in the best academic way.					
3.	Having a strong relationship between the department and teachers will lead to commitment from all parties, and early completion of work.					

4.	Teachers comply with the conditions set for them to maintain their retention at the university.					
5.	The contract between the teacher and the university must have several legal measures for non-compliance by either party.					
<b>3. INVOLVEMENT</b>						
1.	Teachers who are active in decision-making and modern innovation in education should be rewarded.					
2.	There is such a relationship between different departments of the university to change the way of studying and revise the teaching system.					
3.	Teachers can participate in the changes and administration of the university, their suggestions will be taken into account.					
4.	Sometimes the university issues new decisions that have no other choice and teachers comply with them.					
5.	The conditions set by the university in the interest of teachers or students, will lead to encouragement and progress.					
<b>4. ADAPTABILITY</b>						
1.	Teachers and universities adapt to the changes being implemented by the government.					
2.	Sometimes (teachers and universities) resist the authority of the government, but have a significant influence in choosing an approved law.					
3.	Adapting to the new decisions will address the situation of various educational problems.					
4.	Sometimes the sudden and unfavorable problems that arise, whether natural or artificial, require teachers to adapt quickly to this new environment.					

5.	Performance is one of the most important adaptation factors that teachers need to work on.					
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## THE DIMENSIONS OF JOB SATISFACTION (JS)

NO	ITEMS	STRONGLY AGREE	AGREE	NATURAL	DISAGREE	STRONGLY DISAGREE
<b>1. SERVE EMPLOYEE</b>						
1.	Teachers are providing with facilities and information by the manager to carry out their work.					
2.	Teachers can use a good service policy and their own as well as trying to solve their problem.					
3.	One teacher's policies and services vary for another, and not all teachers can solve complex problems.					
4.	The teacher can establish a strong relationship with the student, which is really by it, goes to the service line.					
5.	University president are rewarded with teachers who provide good work and service.					
<b>2. HIGHER PRODUCTIVITY</b>						
1.	Many teacher and staff are trying to raise university levels and get the most students.					
2.	By opining training courses (internal and external)for teachers, it will further improve university education level.					
3.	With changing economic conditions and crises, teachers are always trying to continue the teaching and learning process.					
4.	In universities, all parts of education are equally important for improving the scientific level of students.					

5.	In universities, efforts are being made to provide new technology and modern devices for student.					
<b>3. ATTRACTING CUSTOMER</b>						
1.	There are special rules and conditions for recruiting and attracting teachers in universities.					
2.	Universities have several tuition offers and are always trying to attract the most students.					
3.	There is fierce competition among universities to keep teachers and satisfy them with the performance of university president.					
4.	Universities are more interested in improving students' scientific level, rather than paying more attention to profits and financial aspects.					
5.	All education requirements are provided for teachers and students in all different collages.					
<b>4. RETAINING QUALIFIED EMPLOYEES</b>						
1.	In the universities, they are trying to always keep the best high-level and capable teachers.					
2.	Teachers should always be encouraged and supported to satisfy experienced and skilled teachers.					
3.	Has keeping active and loyal teachers a major problem for universities.					
4.	Sometimes universities will be unable to keep teachers financially, and all the services they need in every part of the study.					
5.	Universities should raise ranks on time to keep and support teachers.					

## DYNAMIC ENVIRONMENT (MEDIATOR)

NO	ITEMS	STRONGLY AGREE	AGREE	NATURAL	DISAGREE	STRONGLY DISAGREE
1.	Collages needs to have a diverse environment to compatible with the work system and ensure the continuity staff's work.					
2.	The sciences the collage brings are always approved, because they are presented according to the culture of society.					
3.	Collages always have been attempts to innovate, different and standardized methods.					
4.	One of the factors that affect how a college's HR performs is the dynamic environment.					
5.	Change brings with it some influences that must be managed through dynamic skills.					

## Abstract in Kurdish Language

سیستەمی کاری ئەدای بەرز (HPWS) سەرچاوەیەکی بنەرەتییه بۆ بەرپۆهەبەران. هەرچەندە ئەنجامە تەواوەکانی جێگیرکردنی لە زانکۆ پۆلیتەکنیکییەکان/KRI، زانیارییەکان دەریدەخەن کە پیکهاتەیی ریکخراوەیی و مۆرالی کارمەندان باشتر دەکات. پشکنینی شایستەییە ریزەییەکانی چەندین مۆدیلی ریکخراوەیی یارمەتیدەر دەبیت لە دارشتنی کاریگەرترین چوارچۆیە بۆ لیکۆلینەوهکانی داهاوو. ئەم تووژینەوهیە لیکۆلینەوه لەو رۆلە دەکات کە ژینگەیی داینامیکی، رەزامەندی لە کار، و رۆلی کارمەندان لە پەيوەندی نێوان HPWS و بەختەومری شوینی کاردا. لە لایەکی دیکەوه، سیستەمی کاری بە توانای بەرز رەنگە کاریگەری لەسەر هەموو ئەم شتانه هەبیت بۆ بەرزکردنەوهی توانای کتیرکێی زانکۆ پۆلیتەکنیکییەکان و بارودۆخی بازار لە ناستی بچوویدا. نامانجی تووژینەوهکە دەربڕینی کاریگەری دروستکردنی پەيوەندی نێوان سیستەمی کاریگەری کارکردنی ئەدای بەرز هەروەها رەزامەندی لە کار، خزمەتگوزاری کارمەندان، راکێشانی کریان، و مانەوهی کارمەندانی شارەزا، بەرھەمھێنانی بەرزتر، بۆ روونکردنەوهی کاریگەری ژینگەیی داینامیکی تایبەت، هەلاوسانی نابووری، تەکنەلۆژی گۆرانکارییەکان، و داواکارییە چاوەرواننەکرەوهکانی بازار لەسەر HPWS، و چۆن پەرەپێدان و دروستکردنی کتیرکێی لە نێوان بۆ پەرەپێدانی صندوق لە زانکۆکانی پۆلیتەکنیکییەکان/KRI. سیستەمی کاری ئەدای بەرز، بە هەماھەنگی لەگەڵ بەشە جیاوازەکان، دەستپێشخەرییە ریکخراوەییەکان بۆ بەرپۆهەبەردنی ئەدای کارکردن و بەرنامەکانی باشترکردنی کوالیتی پەرەپێدەدات و بەرپۆهە دەبات بۆ گەیشتن بە نامانجە ستراتێژییە درێژخایەنەکان. گۆرین یان دابین نەکردنی کەرەستەیی ئەلیکترۆنی مۆدێرن و پێشکەوتوو بۆ زانکۆکان دەبیتە هۆی دواخستنی دەوامی رۆژانەیی وانە و کاروباری کاریگەری زانکۆ پۆلیتەکنیکەکان. ژینگەیی داینامیکی کاریگەری لەسەر پەيوەندی نێوان HPWS و رەزامەندی لە کار زانکۆکانی پۆلیتەکنیکییەکان هەیه. بە تایبەتی، کاتیک ژینگەیی داینامیکی بەرزە، پەيوەندی ئەرینی نێوان HPWS و رەزامەندی لە کاردا لاواز دەبیت بەهۆی زیادکردنی کارمەندانی خزمەتگوزاری، راکێشانی کریان و مانەوهی کارمەندانی شایستە، و بەرھەمھێنانی بەرزتر، (H3a). بەلام کاتیک ژینگەیی داینامیکی نزم بێت، پەيوەندی ئەرینی نێوان HPWS و رەزامەندی لە کار کەم دەبیتەوه. وە کەمکردنەوهی کارمەندانی خزمەتگوزاری، کەمکردنەوهی سەرنجراکێشان بۆ کریان، کەمکردنەوهی مانەوهی کارمەندان، و کەمکردنەوهی بەرھەمھێنان، (H3b). بۆ بەدەستھێنانی کاریگەری سیستەمی کاری ئەدای بەرز، ژینگەیی داینامیکی، و رازیبوون لە کار چاوپێکەوتن و پرسیارنامەکانی راپرسی تەنها بۆ وتارەکان لە زانکۆ پۆلیتەکنیکییەکان لە لایەن فۆرمی گووگڵەوه بێمتانە کرا. شیکارییەکان لە بەرنامەیی SPSS و AMOS ئەنجامدرا بۆ بەدەستھێنانی زانیاری پێویست و تەواو. دواي ئەوهی تووژەر لە ریکەیی شیکاری داتاگانەوه



بۆی دهركهوت كه پهيوهنديهكي راستهوخۆ له نيوان سيستهمي كاري ئهداي بهرز و پهزامهندي له كاردا ههيه، ههروهها بههاي ماتريكسي ريزهكاني پهيوهندي له نيوان گوراوهكاندا دهركهوت كه پهيوهنديهكي ئهرييني گرنكي ئاماري له نيوان سيستهمي كاركردي كارايي بهرز و ژينگهي دايناميكي. پيوسته ريكخستن و پلاندانان بۆ ههيكهلي كار له زانكۆكان ههبيت و پابهنبوون به وانوتهوه دهبيته هۆي زيادبووني پهزامهندي كۆمهنگا له زانكۆدا.

وشه سهههكيهكان: سيستهمي كاري ئهداي بهرز، ژينگهي دايناميكي، رازيبوون له كار، كارمهندان،  
KRI، PU.

## Abstract in Arabic Language

تعد أنظمة العمل عالية الأداء (HPWS) موردًا أساسيًا للمديرين. على الرغم من النتائج الكاملة لتعيينها في جامعات التقنية / إقليم كردستان ، إلا أن البيانات تُظهر أنه يحسن الهيكل التنظيمي ومعنويات الموظفين. سيساعد فحص المزايا النسبية للنماذج التنظيمية المتعددة في صياغة الإطار الأكثر فعالية للبحث في المستقبل. تبحث هذه الدراسة في الدور الذي تلعبه البيئة الديناميكية والرضا الوظيفي ودور الموظفين في العلاقة بين HPWS والسعادة في مكان العمل. من ناحية أخرى ، قد تؤثر أنظمة العمالة ذات المهارات العالية على كل هذه الأشياء لتعزيز القدرة التنافسية لجامعات التقنية وظروف السوق على المستوى الجزئي. يهدف البحث إلى التعبير عن أثر بناء الصلة بين نظام عمل عالي الأداء ، وكذلك الرضا الوظيفي ، وموظفي الخدمة ، وجذب العملاء ، والاحتفاظ بالموظفين المؤهلين ، وزيادة الإنتاجية ، لشرح تأثير البيئة الديناميكية الخاصة ، والتقلبات الاقتصادية ، والتكنولوجية. التغييرات ، ومتطلبات السوق غير المتوقعة على HPWS ، وكيف تتطور المنافسة بين الصناديق في جامعات التقنية في KRI. يقوم نظام العمل عالي الأداء ، بالتنسيق مع الإدارات المختلفة ، بتطوير وإدارة المبادرات التنظيمية لإدارة الأداء وبرامج تحسين الجودة لتحقيق أهداف استراتيجية طويلة الأجل. سيؤدي استبدال أو عدم توفير الأجهزة الإلكترونية الحديثة والمتقدمة للجامعات إلى تأخير العمل اليومي للمحاضرات والشؤون الإدارية لجامعات التقنية. تؤثر البيئة الديناميكية على العلاقة بين HPWS والرضا الوظيفي في جامعات التقنية. على وجه التحديد ، عندما تكون البيئة الديناميكية عالية ، سيتم تخفيف العلاقة الإيجابية بين HPWS والرضا الوظيفي من خلال زيادة موظفي الخدمة ، وجذب العملاء والاحتفاظ بالموظفين المؤهلين ، وزيادة الإنتاجية (H3a). ومع ذلك ، عندما تكون البيئة الديناميكية منخفضة ، فإن العلاقة الإيجابية بين HPWS والرضا الوظيفي ستتخفف. وتقليل موظفي الخدمة وتقليل الانجذاب إلى العملاء وتقليل الاحتفاظ بالموظفين وتقليل الإنتاجية (H3b). لتحقيق تأثير نظام العمل عالي الأداء والبيئة الديناميكية ومقاربات الرضا الوظيفي واستبيانات الاستطلاعات ، لم يثق إلا في محاضرات في جامعات التقنية بواسطة Google Form. تم إجراء التحليل في برنامجي SPSS و AMOS للحصول على البيانات اللازمة والكاملة. بعد أن وجد الباحث من خلال تحليل البيانات أن هناك علاقة طردية بين نظام العمل عالي الأداء والرضا الوظيفي ، وكذلك قيمة مصفوفة معاملات الارتباط بين المتغيرات وجد أن هناك علاقة موجبة ذات دلالة إحصائية بين المتغيرات. نظام عمل عالي الأداء وبيئة ديناميكية يجب أن يكون هناك تنظيم وتخطيط لهيكل العمل في الجامعات والالتزام بالمحاضرات سيزيد من رضا المجتمع في الجامعة.

**الكلمات المفتاحية:** نظام عمل عالي الأداء ، بيئة ديناميكية ، الرضا الوظيفي ، موظفون ، KRI،PU.

**کاریگەری سیستەمی کاری ئەدای بەرز لەسەر رازی بوونی کار  
لەژینگە داینامیکدا**

**تویژینەوهیەکی شیکاریە بۆ رای مامۆستایانی کۆلیژە کارگێریەکان  
لەزانکۆکانی پۆلیتەکنیکی هەریمی کوردستان – عێراق**

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**پیشکەشی ئەنجومەنی کۆلیژی تەکنیکی کارگێری کراوە لەزانکۆی پۆلیتەکنیکی  
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**لەلایەن**

**شایان شوان محەمەدامین**

**بەکالۆریۆس لە زانستی کارگێری کار-زانکۆی پۆلیتەکنیکی هەولێر- ٢٠١٨**

**بەسەرپەرشتی**

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**کانوونی دووهم ٢٠٢٣**

**أثر نظام العمل عالي الأداء على الرضا الوظيفي في البيئة الديناميكية  
دراسة تحليلية لآراء عينة من اساتذة الكليات الادارية في جامعات التقنية في إقليم  
كوردستان - العراق**

رسالة

مقدمة الى مجلس كلية التقنية الإدارية في الجامعة التقنية-أربيل وهي جزء من متطلبات نيل درجة  
الماجستير في تقنيات ادارة الاعمال

من قبل طالبة

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بكالوريوس في إدارة الاعمال - جامعة أربيل التقنية- ٢٠١٨

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