

The role of high-performance systems in achieving the quality of work life

Assistant Lecturer. Mohammed Hammadi Jaber AL-bakhati

Department Business of Administration, College of Administration and Economics, University of Misan, Amarah, 62001, Misan, Iraq.

Email: mohammed.hamadi@uomisan.edu.iq

<https://orcid.org/0000-0001-9642-1659>

Abstract

The aim of the research is to discover the role of high-performance systems in achieving the quality of work life, as the independent variable high-performance systems were measured with a set of dimensions represented by (skills-enhancing practices, motivation-enhancing practices, practices enhancing participation opportunities) and the dependent variable (b) employee development, participation. compensation, supervision. Work environment) . As a sample was chosen from one of the formations of the Petrogyna Iraq company, consisting of (80) workers and various functional specializations, and a number of programs and statistical methods were used, including the SPSS program, the EXCEL program, the Pearson correlation coefficient, and the Cronbach alpha coefficient. And the development of strategic plans is weak at the level of the company, as well as the development programs for employees did not rise to the required level, and there was no real environment for the quality of work life in the research sample company. As well as a set of recommendations, the most important of which is that the research sample company should focus on the concept of high-performance systems, which would improve and develop its skills and motivation towards better performance, as well as enable it to invest opportunities that are reflected in the reality of the company by achieving its goals.

Keywords: high performance systems, quality of life the job

The Introduction

In terms of business and competition, organizations try as much as possible to raise the level of performance that enables them to gain a competitive advantage and thus reap the largest possible market share that enables them to survive, grow, and continue to compete with their counterparts from other companies. Therefore, organizations try to create a positive work climate that meets the needs of workers and makes them feel job satisfaction in order to Ensuring the highest possible performance and productivity, and one of the most important incentives for the general performance of workers is to create a work environment that will achieve what the organization desires to achieve its general goal. It is certain that this is not done except through the quality of work life that provides a healthy and safe environment for workers and at the same time achieves good polarization For the skills needed by the organization, as well as fair compensation and rewards and supervision capable of motivating employees at the required level as well as developing and developing them to be able to accomplish what is required of them, support them and involve them in making and making important decisions in the organization .And that the foregoing can be achieved through high performance systems as it focuses on practices that enhance skills, motivations, and opportunities for participation, as the research includes a methodological framework that explains the work mechanism and sheds light on the research problem, as well as a theoretical framework that reveals what the research variables are, in addition to the practical side that is about Method The research variables were measured and various conclusions and recommendations were drawn that try to meet the requirements of the labor market.

Chapter one Methodological Framework

First: the research problem

The problem of the research is to reveal the incident of the Maysan Oil Company and its need to provide a working life of an appropriate quality that improves the reputation and image of the company among the individual skills present in the labor market and helps to attract and invest the best skills, by providing a job climate that is characterized by satisfaction and prosperity for workers, thus achieving The highest targeted

productivity of the company, and this can only be achieved through the pillars and dimensions of high performance systems.

- 1- Does the researched company have high performance systems?
- 2- What is the extent to which the researched company invests in high performance systems?
- 3- Does the researched company have the willingness to find the quality of work life?

Second: the importance of research

The importance of research at the level of the scientific aspect is represented in focusing on the role and relationship of research variables, and addressing the relationship of variables that have not previously been highlighted according to the researcher's knowledge, as well as providing the scientific field with research results. It will guide companies to pay attention to this variable in order to raise their level of performance as required.

Third: Research objectives

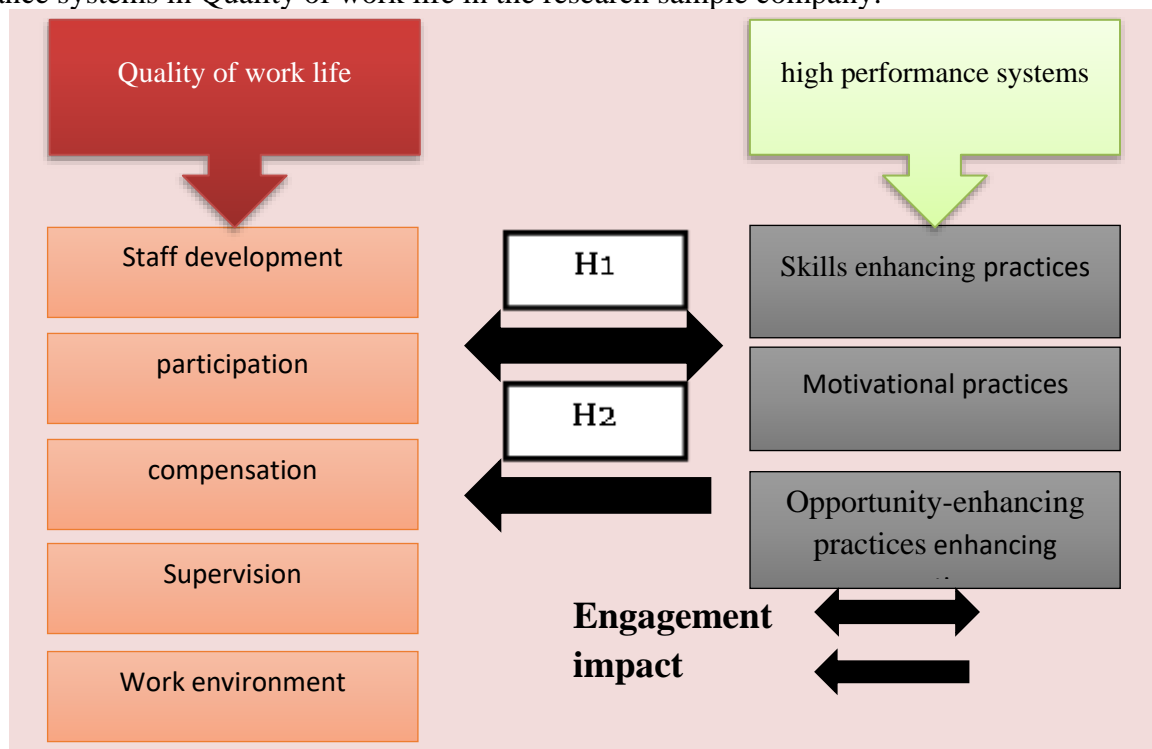
- 1- To identify the extent to which the researched company owns high performance systems?
- 2- Standing on the reality of the investment of the researched company for high performance systems?
- 3- Ensure that the researched company has a willingness to create a quality of work life?

Fourth: Research Hypotheses:

The research hypotheses were as follows:

1- The first main hypothesis There is a statistically significant correlation between a variable high performance systems And Quality of work life in the research sample company.

2- The second main hypothesis : "There is a statistical and significant effect of the variable of high performance systems in Quality of work life in the research sample company.



Source: Prepared by the researcher

Figure (1): The hypothetical outline of the research

Chapter II
the theoretical side

First: the concept of high performance systems

He knew (Fa'auiulito et al, 2016:2) High performance work systems "It is a set of interrelated human resources practices that help in obtaining superior work outputs from workers." In addition, most researchers agree that human resources practices related to high performance systems depend on each other, and that the collection

and arrangement of these practices together leads to organizational outputs that are greater than those implemented in isolation. High performance systems are a set of interdependent human resources practices that can lead to achieving superior performance through synergies between these practices (Birritella et al., 2016:46). High performance is an organizational architecture that combines work, people, technology and information in a manner that improves compatibility between them, in order to produce high performance developed in terms of effective response to customer requirements and other environment requirements and opportunities. (Riaz, 2016:422). They are also those organizations that have the ability to continuously adapt effectively to the factors of the external environment, and also they are those organizations that seek to achieve long-term sustainable growth in order to obtain better performance compared to competitors (Zoogah, 2018:5). High performance organizations have known many definitions, including: They are those organizations that have a long-term orientation to achieve integration between their various organizational processes, especially their strategy, structure, and people, within the framework of the organization (Amah & Amah, & Oyetunde, 2019: 321). As for (Agosta et al., 2020:20), they indicated that "high performance systems represent an integrated system of human resource practices that are internally compatible and externally appropriate. And (Cheng et al., 2020) defined:

Second: The importance of high performance work systems

The development and implementation of high performance systems represents an important strategic investment in human capital, and a radical shift in how human resources are organized and managed. This creative form of work organization is based on the idea of comprehensive development of high commitment, high motivation, broad participation in decision-making and problem-solving through social and human resources at the operational level to achieve the specific strategic needs of the organization. The human resource in high performance systems is the center of attention and attention of others, and as for their innovative abilities, skills, knowledge, voluntary motivation and participation in decision-making, they are recognized as vital, normative and valuable assets for the competitiveness and economic success of organizations.(Shin & Konrad, 2017:5). Successful implementation of high performance systems also brings many benefits to organizations. Most of the benefits emphasized by previous studies are the issue of increasing and improving the level of the organization's claim, in addition to that there are other benefits represented in preserving workers, improving the level of job performance, raising the quality of work, and making personal sacrifices for the benefit of the organization (Hou et al., 2017:244). (Gudnason & Finnsson, 2017:3) found in their study that high performance systems increase job security, reduce organizational costs, raise organizational commitment of workers, reduce job dissatisfaction, and reduce work stress. They also added that the presence of high performance systems greatly motivates workers to practice voluntary voluntary behaviors that are in the interest of the organization and society alike. As for (O'Neill & Salas, 2018: 2). They found that high performance systems are associated with high productivity and superior quality, help achieve customer and employee satisfaction, and improve the level of financial and marketing performance of organizations. The culture of high performance systems is also a way to unleash the talent and energy of workers at all levels of the organization

Third: Dimensions of high performance systems

For high performance, which is a specific set of human resources practices, business structures, and processes that increase employee knowledge, skills, commitments, and flexibility within an organization, a set of dimensions are:

1- Skills enhancing practices

These are practices that are based on cognitive and technical improvement of the skills and capabilities of employees by attracting, selecting, training and developing employees with the aim of qualifying them to perform jobs that need the aforementioned technical and cognitive skills and capabilities in a manner that is appropriate to the needs of the organization and is consistent with the nature of the tasks to be performed. The endeavor is to improve the efficiency and skill of workers through a set of activities related to the development and development of workers, by targeting activities that would enhance positive attitudes of workers as well as the totality of knowledge and skills in order to balance the two sides between the competence of workers and the requirements of each job, as for knowledge And the skills of the workers required at the present time and in the future, the development is sufficient to arm them with them and enable them to perform the work requirements. Thus, the development of human capital is based primarily on the development and training of

new capabilities, capabilities and expertise of the human resource in order to achieve the objectives of organizations .Jiang et al, 2012:4 (Bello, 2015:2), Marin & Tomas, 2016:1044 (Tay et al, 2017:549) (Bushra, & Masood, 2017:409).

2- Motivation-enhancing HRM practices

It is represented by a set of practices that will achieve the objectives of the organization at work through the efforts of employees, as well as raising performance levels through the use of a set of compensation methods that give them a motive to do so, including performance evaluation, and it is natural that compensation is represented by tangible and non-material benefits that work to maintain The organization possesses qualified human resources to attract new resources at the same level, as it is one of the best practices that will enhance the motivation of workers and ensure that they learn new skills, as well as motivate them to increase productivity and quality of work and thus raise the level of performance of the organization as required. In terms of future motivation, it adopts a set of evaluation procedures that allow workers to know the results of their evaluation and what these results will bring to them in terms of a specific reward or incentive .(Jiang et al, 2012:4) (Bello, 2015:2), (Marin & Tomas, 2016:1044) (Tay et al, 2017:549) (Bushra, & Masood, 2017:409)

3- Participation enhancing practices

It is represented by a set of practices that would give the workers the freedom to determine the way in which the required work is accomplished, as well as achieving good results for the organization by motivating the workers to share their skills, experiences and knowledge, enabling them to participate in decision-making and motivating them to establish work teams and provide the organization with the feedback of the work and the various data and information required to correct the (deviations Jiang et al, 2012:4) (Bello, 2015:2), (Marin & Tomas, 2016:1044) (Tay et al, 2017:549). (Bushra, & Masood, 2017:409).

Quality of work life

First: the concept of quality of work life

An enabling work environment that promotes satisfaction by providing employees with rewards, occupational safety, security, and employment opportunities(Aruldoss et al, 2021:37)The quality of work life is represented by a set of quality characteristics in the work environment, which includes the culture of the organization and its organizational climate, training and development, job security, job satisfaction and independence at work, in addition to facilities, rewards, compensation and availability of resources, as it is defined as granting adequate and fair wages and benefits, as well as opportunities for career advancement, job security and protection. Health and safety, the organization's acceptance of practical and individual life, social dependence, and the integration of individuals by enhancing their social safety in the work environment and the organization's environment. In another opinion, the organization's efforts are represented in spreading feelings of security and job satisfaction, so that the human resource keeps pace with the existing competitive situation It is also seen as the basic foundation through which the organization meets the needs of workers by giving them opportunities to participate, express opinions and be independent in self-management and practical life within the organization. (Sumarsi & Rizal, 2022:73). And I can learn about the basis of constitutional and social integration at work, the availability of opportunities, the optimal use of the capabilities of the human resource, the total rewards and fair and appropriate compensation, in addition to the space that work occupies in the life of the worker (Storman et al, 2022:1). From another point of view, the atmosphere of work life, in its essence, is that the leaders of the organizations are leaders and trainers at the same time with the aim of creating a quality of a better future quality of life, which drives them to enable workers to truly participate in the decision and thus be more secure and committed in their work and thus reduce Organizational expenses, and making employees want to continue working, whether individually or as a team, which certainly increases their productivity (Junita et al, 2022:31).

Second: the importance of quality of work life

Increasing interest in the quality of work life because the job sometimes leads to job exhaustion, which is the result of a group of negative attitudes that occur to workers who work together and is represented by personality dispersion, low sense of achievement, fatigue and emotional exhaustion in the work environment as a result of failure in the management and organization method, so attention began to be paid to the quality of relations between workers and work environment. As it is represented by the extent to which workers are

able to balance the scale between work and their personal needs. It refers to a person's feelings about every aspect of work including internal and external fairness, economic rewards and benefits, security and working conditions, decision-making power, job opportunities, organizational and interrelated, as well as interpersonal relationships, all of which are highly meaningful in a person's life.(Storman et al, 2022:1) Its importance also stands out in that it helps to create safe job opportunities and more equitable wages, the formation of a coherent, reliable, stable and consistent workforce in one organization, as well as fair and appropriate compensation as well as healthy and safe working conditions, which represents an opportunity to use human capabilities and develop and develop them through empowerment Workers, even with opportunities to control work and provide opportunities for continuous growth and security, leading to social integration in organizing work, constitutionality in organizing work, and the social importance of work life. Thus, broader societal issues are addressed, and this certainly represents a challenge to address previous obstacles in the work environment .(Warhurst & Knox, 2022:305).

Third :Dimensions of quality of work life

Model selected (Adikoeswanto,2022) et al, which includes the dimensions (employees development, participation in the decision, compensation, supervision, work environment) and will be clarified as follows:

1- Personnel development :It is called the organizational activities aimed at improving the performance of workers, by creating opportunities and encouragement by the president, as well as the set of programs pursued by the organization to develop the skills of workers (Swamg ,2014;285): Education and training for workers and improving and enhancing the level of their relationships, skills, and abilities, which prepare workers to face current and future work conditions, as well as the use of expertise in all fields of work (Jain & Thomas 2016: 928) and (permarupan et al, 2020 ;5): As their development and development is a major factor that enables them to manage various aspects of life as well as job security and provide them with skills that will help them survive and continue in the labor market (Sinha,2012;32)

2- Participation in the decision :The participation of workers in decision-making and decision-making is closely linked to the effectiveness of the decision-making system in the organization and its management, so the organization tries to give an opportunity and allow the workers to participate in decision-making and express opinions and proposals, which would improve work methods and reduce tension between the boss and the subordinate (Easton & Van. Also,2013;102) granting the worker independence in work by enabling him to view the information related to each task he performs leads to raising his level of knowledge, in addition to that this freedom makes him play the role of the observer, planner and coordinator of all work-related activities: (Swamg,2014;285) (permarupan et al, 2020:5).

3- Compensation: The organization must work to develop a structure or mechanism for compensation and rewards that is able to meet the workers' personal needs and at the same time meet their expectations to be the supportive part as one of the basic pillars in the organization for the quality of work life, because the salary is a main goal for the worker, which enables him to meet his needs outside work. (Sinha, . Hence,2012;35) organizations should set a salary in an amount sufficient or appropriate to meet the needs of workers in their daily lives (Gunawan & Amalia,2015;350). Wages should be determined based on the amount of work performed and the size of the responsibility that falls on Responsibility of employees, performance and skill level: (2014 Swamg, 285).

4- Supervision:: Supervision is the main link between the boss and the subordinate, and through it the boss can directly influence the behavior of the workers and motivate them towards higher and better performance. Work required (permarupan et al, 2020: 5).

5- Work environment It is the place where people interact and accomplish tasks And entrusted to them, which is known as the work environment, must be characterized by a professional, security and social climate, so that workers gain confidence and joy (Swamg, 2014;285), and the work environment is the main axis in employee satisfaction and development, as appropriate working conditions are a major incentive in increasing employee productivity by making them happy as required (Kitana & Karam, 2017:23), so the work environment includes the spatial, material and moral conditions that surround all aspects related to the workers in an organization, as it provides all the requirements of the workers in terms of work services and a safe environment to perform the tasks entrusted to them, but the opposite in the case of an unsafe and inappropriate environment, it is one of the reasons for the emergence of conflicts between workers and management and is reflected It also negatively affects their mental health, and thus the productivity of the organization declines

(Kim,2015:85). And by providing an appropriate work environment that is able to gain the satisfaction of workers by leaving a good impression on them, and thus it is possible to attract the best competencies and skills that make the organization able to keep pace with competition in the labor market.

**The third topic
 practical side**

Firstly: coding The variables of research And keep him away

First and for Data analysis, ease of handling and representation of variables and their sub-dimensions Statistical analysis software used The variables are encoded research Based on its English terms and in a way that achieves the purpose of analysis and testing, the table shows (1All the details approved in the analysis programs.

variants the boss	Dimensions Sub	pointer icon Statistic	The number of paragraphs
Quality of work life	Compensation of workers	EC	3
Quality of work life	Supervision	SU	3
QWL	Work environment	WE	3
high performance systems	Skill-enhancing practices	S	6
High performance work systems	Motivational practices	M	6
HPWS	Opportunity-enhancing practices	O	7
	Staff development	Ed	3
	Employee participation	ES	3

Table No. (1)Coding and characterization of the measurement tool research

Source: prepared by the researcher

Firstly / A: The normal distribution of the data

Evidenced by hiding t in table (2) and figures (2) and (3)that the value statistic to check whether or not there is a normal distribution may be reached (0.200) And(0.099) for the high performance systems variable and the quality of work life variable, respectively It is an insignificant value so exceed limits standard value adultH (5%) This means that the data follows a normal distribution Depending on the answers of the sample under study

Table (2) the test of the normal distribution of the research variables

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
HPWS	.084	80	.200*	.990	80	.788
QWL	.091	80	.099	.976	80	.135

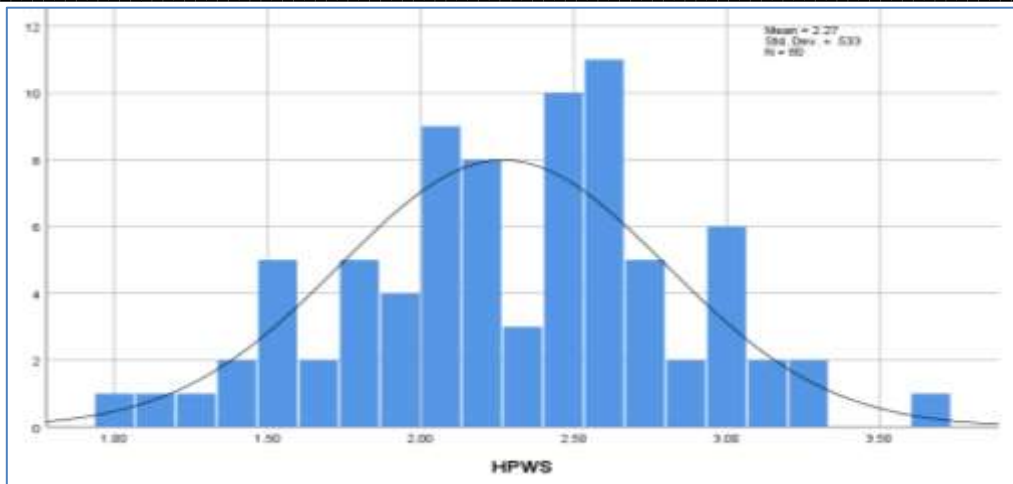


Figure (2) two curves of the normal distribution of the variable of high performance regimes

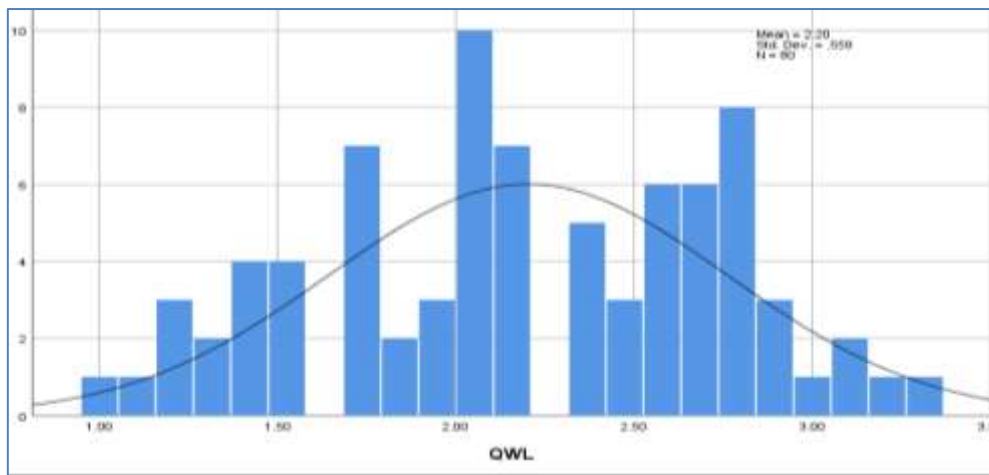


Figure (3) curves of the normal distribution of the quality of work life variable

Firstly / w: test the reliability of the research scale

The most famous and widely used stability test is the Korbach alpha test Prepare Cronbach's alpha testa and an indicatora For the stability of the test, such as measuring the stability of the resolution. And most researchers give great importance to credibility and stability in their studies because these two elements greatly affect the results of the research. The higher the credibility and stability of the research, the more the researcher will be able toDrCheck the results of his research and confirm them and thus circulate them. As the scale used in the research depends if the value of Korbach alpha is 0.70 in administrative research, and the greater the value, the more this indicates the stability of the scale, and we note from Table (3) that the test value for the variable of high performance systems is (0.862), and the variable of quality of work life (0.903), which is a value greater than 0.70, and the structural validity coefficient for both variables has reached (0.928) and (0.950), respectively, and this indicates the stability of the research scale and that the results that will appear from the data analysis will be more realistic and accurate.

Table (3) test for stability of the research scale

T	The main variables	Cronbach alpha value	Structural honesty coefficient
1	High performance work systems	0.862	0.928
2	Quality of work life	0.903	0.95

Source: Prepared by the researcher based on the outputs of the program (SPSS V.25).

Firstly / B: Structural Validity Test (Confirmative Factor Analysis)

In order to verify the structural validity of the current study variables, confirmatory factor analysis will be relied upon. This analysis is one of the types of analysis adopted in structural equations modeling, which aims to verify the theoretical structural validity of the study variables and their compatibility with the collected data. In order to ascertain the assumed structural model based on the results of the confirmatory factor analysis, the comparison will be made based on two criteria:

1. Standard estimates: which represent paths of correlation values between latent variables and unobserved variables, and these values are taken into account so that they must exceed (40%) in order to be accepted and effective.
2. pointersform fit: sets the table (4) most importantpointersStructural model used in confirmatory factor analysis.

Table (4) The values of the model conformity indicators

<i>T</i>	<i>Pointers</i>	<i>Matching quality rule</i>
1	<i>ratio between Valuablex2 and degrees of freedom df</i>	CMIN/DF < 5
2	<i>comparative conformity index(CFI)</i> Comparative Fit Index	CFI > 0.90
3	<i>Increased matching index (IFI)</i> The Incremental Fit Index	IFI > 0.90
4	<i>Tucker and Lewis index (TLI)</i> The Tucker-Lewis Index	TLI > 0.90
5	<i>An approximate root mean square error index(RMSEA)</i> Root mean Square Error of Approximation	RMSEA < 0.08

Source: Afthanorhan, WA (2013) "A Comparison Of Partial Least Square Structural Equation Modeling (PLS-SEM) And Covariance Based Structural Equation Modeling (CB-SEM) For Confirmatory Factor Analysis " International Journal Of Engineering Science And Innovative Technology (IJESIT) Vol 2, Iss 5, p. 199

1. Confirmative factor analysis of the quality of work life variable

It is evident from Figure (4) and Table (5).that variable Quality of work life measured by (15(paragraph distributed on)5) dimensions sub-with (3) elements for each dimension, And when m coupler the values of the brightest estimates Yaya We find that it exceeds (0.40).so Show this the Valuable on arrows linking variables bits vertebrae All of them are sentimental As shown in Table (5), all critical ratios were greater than the value of (2.56), and this indicates that the value of the regressive weights is significant at a ratio of (0.01)..As for with indicators of model fit, the Results show that all Hacon forming to the acceptance rule specified for it, and its values as in the table (5). As a result the structural model acquires a high level of convenience ,This confirms that variable Quality of work life systems is the variable that is measured by (5) interconnected dimensions have been measured With (15) elements.

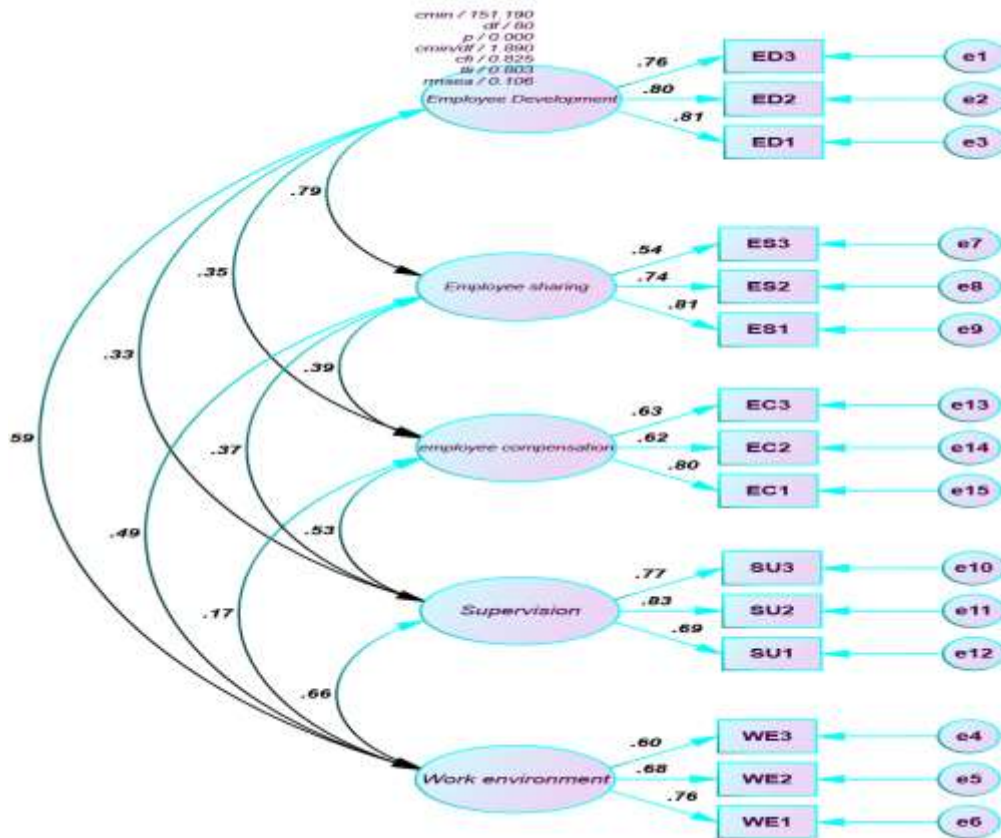


Figure (4) confirmatory factor analysis of the quality of work life variable
 Table (5) pathways f Structural validity parameters assertive variable of quality of work life

Path	Estimate	SE	CR	P
ED3 <--- F1	1,000			
ED2 <--- F1	1,016	.148	6,842	***
ED1 <--- F1	1,127	.164	6,870	***
WE3 <--- F2	1,000			
WE2 <--- F2	1,255	.287	4,367	***
WE1 <--- F2	1,392	.301	4,626	***
ES3 <--- F3	1,000			
ES2 <--- F3	1,718	.395	4,351	***
ES1 <--- F3	1,944	.434	4,478	***
SU3 <--- F4	1,000			
SU2 <--- F4	1,324	.197	6,731	***
SU1 <--- F4	.959	.166	5,784	***
EC3 <--- F5	1,000			
EC2 <--- F5	.857	.203	4,214	***
EC1 <--- F5	1,090	.239	4,570	***

2. Confirmative factor analysis of the variable of high performance systems

It is clear from the figure (5) and table (6) that variable high performance systems measured by (19) paragraph, It is divided into (3) sub-dimensions And when compared H Estimate values Yaya We find that it exceeds (0.40).so These values appear on the arrows that connect the variables to their paragraphs and all She was Morale ratios, as shown in the table6) and that all The critical ratios were greater than the value of (2.56), and

this indicates that the value of the regressive weights E she Significant at (0.01). As for the indicators of suitability of the model ,the Results show that all There it was conforming to the acceptance rule specified for it, and its values as in the table (6). As a result the structural model acquires a high level a of relevance, which indicates that the variable high performance systems is the variable that is measured by (19) element, and by (3) sub-dimensions.

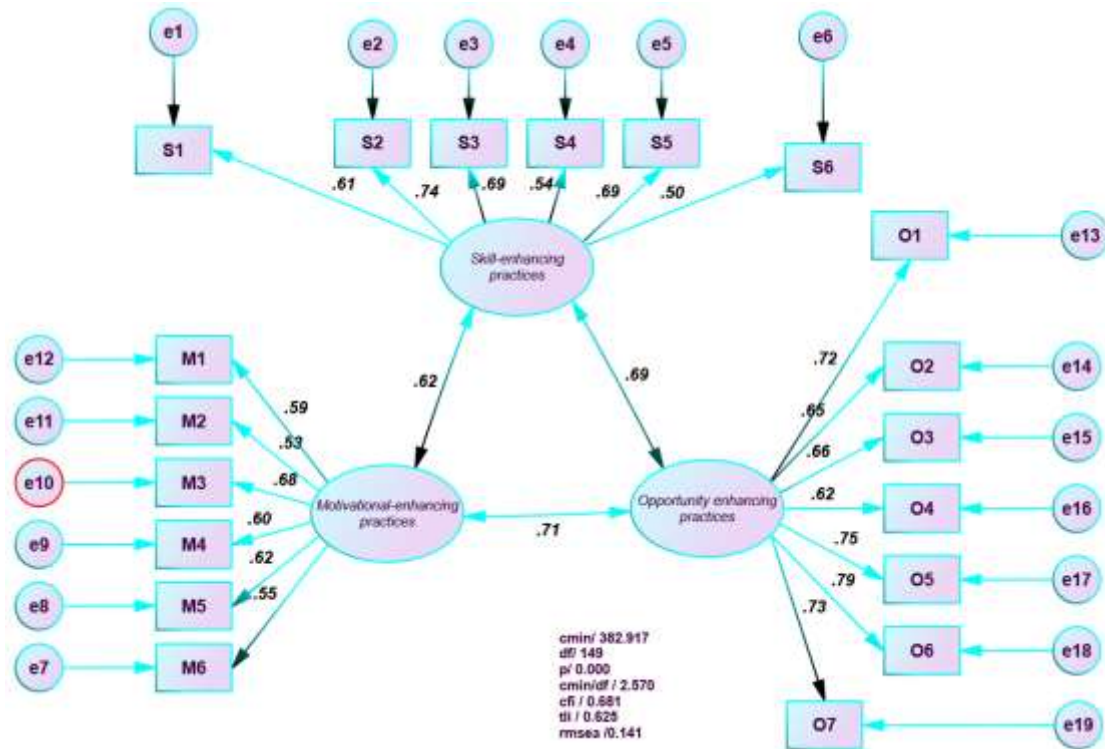


Figure (5) confirmatory factor analysis of the quality of work life variable

Table (6) Itineraries f Structural confirmatory validity parameters for a variable scale Quality of work life

Path	Estimate	SE	CR	P
ED3 <--- F1	1,000			
ED2 <--- F1	1,016	.148	6,842	***
ED1 <--- F1	1,127	.164	6,870	***
WE3 <--- F2	1,000			
WE2 <--- F2	1,255	.287	4,367	***
WE1 <--- F2	1,392	.301	4,626	***
ES3 <--- F3	1,000			
ES2 <--- F3	1,718	.395	4,351	***
ES1 <--- F3	1,944	.434	4,478	***
SU3 <--- F4	1,000			
SU2 <--- F4	1,324	.197	6,731	***
SU1 <--- F4	.959	.166	5,784	***
EC3 <--- F5	1,000			
EC2 <--- F5	.857	.203	4,214	***
EC1 <--- F5	1,090	.239	4,570	***

Source: Prepared by the researcher based on the outputs of the program (SPSS V.25).

Secondly / A: Testing research hypotheses

The researcher used Pearson's correlation method for the purpose of testing the first main hypothesis related to the correlations between the independent variable (high performance systems) and the dependent variable

(Quality of work life). In order to judge the strength of the correlation coefficient, the evaluation of dividing it into five categories, as shown in the table (7):

schedule(7) interpretation of the correlation coefficient

❖ **First hypothesis test**

Schedule (7) It is clear relationship the Engagement

T	Interpretation of the correlation	Correlation coefficient value
1	Engagement Very weak positive or negative	(0.00-0.10)±
2	Engagement weak positive or negative	(0.39 - 0.10)±
3	Positive or negative median correlation	(0.69–0.40) ±
4	Strong positive correlation or tuber culos is with me	(0.89-0.70) ±
5	Strong connection Very positive or negative	(0.90-1.00) ±

Source: Schober, P., Boer, C., & Schwarte, LA (2018). Correlation coefficients: appropriate use and interpretation. Anesthesia & analgesia, 126(5), 1763-1768..

It can be seen from the results of the table (7) There is a strong positive correlation with significant significance between a variable High performance systems and the quality of work life variable, where the correlation ratio (0.703) This confirms the basis of Walt's relationship a Grate between the two variables on a level company sample the research at the level of significance (0.01). The explanation for this is that the researched company has an interest in adopting high performance systems through the development of employees and providing them with opportunities to obtain knowledge and learning, as well as their participation in making decisions related to their work and providing them with appropriate compensation according to the nature, activity and tasks of the work assigned to them and strengthening relationships and communication with supervisors in order to Identifying the problems they face and providing a safe work environment, which in turn can enhance the quality of work life in the company.

schedule (7) Matrix of correlation coefficients between high performance systems and quality of work life			
		HPWS	QWL
HPWS	Pearson Correlation	1	.703
	Sig. (1-tailed)		.000
	N	80	80

Source: Prepared by the researcher based on the outputs of the program (SPSS V.25).

❖ **Test the second hypothesis**

Figure shows (8) The effect of the variable of high performance systems as an independent variable in Quality of work life As a dependent variable at the level of the research sample answers, as it was found that there is a significant effect of the variable high performance systems in Quality of work life It turns out that the standard effect ratio was (0.70) This indicates that the variable of high performance systems affects the variable Quality of work life by (70% at the work level of a for a company The research sample . and this is explains that the change by how much The deflection unit is one of its high performance systems company The research sample will lead to a change in Quality of work life by (%70). This value is significant because the critical ratio (CR.) and according to the table (8) has reached (8.777), which is of high morale. As shown in the figure (6) that the amount of interpretation represented by the coefficient of determination (²Rhas reached (0.49) which are the changes caused by the independent variable high performance systems in the dependent variable Quality of work life According to the sample answers on the level company research sample, while the

complementary percentage (51%), which indicates the presence of other factors contributing to changes in Quality of work life It was not included in the current study.

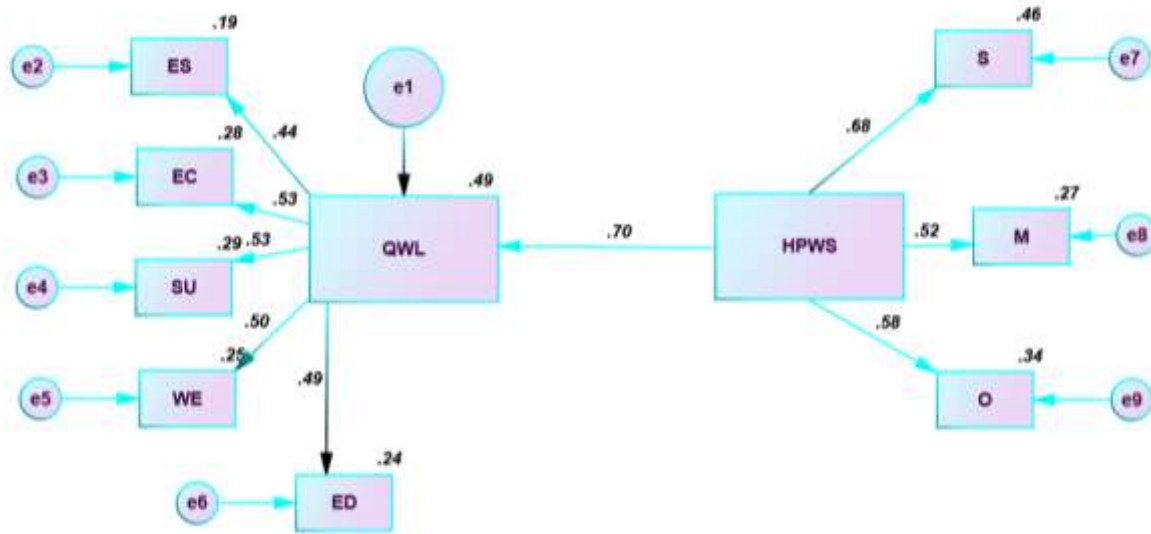


Figure (6) The impact of high performance systems on the quality of work life

Table (8) pathways and parameters of the effect of the variable of high performance systems on the quality of work life

Path	Estimate	SE	CR	P
QWL <--- HPWS	.738	.084	8,777	***
S <--- HPWS	.824	.101	8,186	***
M <--- HPWS	.579	.107	5,431	***
O <--- HPWS	.799	.125	6,404	***
ES <--- QWL	.598	.138	4,322	***
EC <--- QWL	.672	.120	5,605	***
SU <--- QWL	.777	.138	5,623	***
WE <--- QWL	.612	.119	5,126	***
Ed <--- QWL	.687	.139	4,944	***

Conclusions

- 1- The research sample company owns high performance systems, but it did not pay attention to this aspect at the required level because it did not enhance the existing skills, as well as the motivation-enhancing practices that it had did not rise to the required level, as well as seizing opportunities in the required manner.
- 2- The company's investment in high performance systems was at a weak level and was not at the required level, which changes the reality of the company And enhances its chances of growth, survival and continuity
- 3- The company is working to provide a quality of work life, but it did not highlight the dimensions of high performance systems that would motivate Quality of work life in the research sample company
- 4- The opportunities for the participation of employees in decision-making and the development of strategic plans are weak at the level of the company, as well as the development programs for employees did not rise to the required level, and there was no real environment for the quality of work life in the company, the research sample.

Recommendations

- 1- The research sample company should focus on the concept of high performance systems, which would improve and develop its skills and motivations towards better performance, as well as enable it to invest opportunities that are reflected in the reality of the company by achieving its goals.
- 2- The need to fully understand what the high performance systems in the company are, being the main catalyst in finding and providing a quality of work life and thus achieving the general objectives of the company.

3- The company should also be aware of the advantages of the quality of work life and its role in changing the reality of the company and increasing its production.

4- The necessity of empowering workers and giving them opportunities to participate in decision-making, drawing up plans, putting in place development programs for them, and taking care of their requirements on the physical and psychological level, given that the human resource is the main resource and input in the production processes

References

1. Agosta, G., Fornaciari, W., Atienza, D., Canal, R., Cilaro, A., Cardo, J. F., ... & Zapater, M. (2020). The RECIPE approach to challenges in deeply heterogeneous high performance systems. *Microprocessors and Microsystems*, 77, 103185.
2. Amah, O. E., & Oyetunde, K. (2019). Determinants of high-performance organizations in Africa: A conceptual framework and research propositions. *International Journal of Management, Economics and Social Sciences (IJMESS)*, 8(4), 319-333.
3. Birrittella, M. S., Debbage, M., Huggahalli, R., Kunz, J., Lovett, T., Rimmer, T., ... & Zak, R. C. (2016). Enabling scalable high-performance systems with the Intel Omni-Path architecture. *IEEE Micro*, 36(4), 38-47.
4. Cheng, Q., Glick, M., & Bergman, K. (2020). Optical interconnection networks for high-performance systems. In *Optical fiber telecommunications VII* (pp. 785-825). Academic Press.
5. Fa'auliulito, H. M., Peck, J. A., & Stickney-Smith, W. J. (2016). HIGHOCTANE–Ten Additives that Power High Performance In Organizations.
6. Gudnason, S., & Finnsson, T. R. (2017). The Search for High Performance in Organizations.
7. Hou, Y., Hu, B., & Butt, M. (2017). Are high-performance human resource practices in organizations creative or noncreative?. *Social Behavior and Personality: an international journal*, 45(2), 243-252.
8. O'Neill, T. A., & Salas, E. (2018). Creating high performance teamwork in organizations. *Human resource management review*, 28(4), 325-331.
9. Riaz, S. (2016). High performance work systems and organizational performance: an empirical study on manufacturing and service organizations in Pakistan. *Public Organization Review*, 16(4), 421-442.
10. Shin, D., & Konrad, A. M. (2017). Causality between high-performance work systems and organizational performance. *Journal of management*, 43(4), 973-997.
11. Zoogah, D. B. (2018). High-performance organizing, environmental management, and organizational performance: An evolutionary economics perspective. *Human resource management*, 57(1), 159-175
12. Tay, L. C., Tan, F. Y., & Yahya, K. K. (2017). The power of ability-motivation-opportunity enhancing human resource management practices on organizational ethical climate. *International Journal of Business and Society*, 18(3), 547-562.
13. Bello-Pintado, A. (2015). Bundles of HRM practices and performance: empirical evidence from a Latin American context. *Human Resource Management Journal*, 25(3), 311-330.
14. Jiang, K., Lepak, D. P., Han, K., Hong, Y., Kim, A., & Winkler, A. L. (2012). Clarifying the construct of human resource systems: Relating human resource management to employee performance. *Human resource management review*, 22(2), 73-85.
15. Bushra, A., & Masood, M. (2017). The impact of organizational capabilities on organizational performance: empirical evidence from banking industry of Pakistan. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 11(1), 408-338.
16. Marin-Garcia, J. A., & Tomas, J. M. (2016). Deconstructing AMO framework: A systematic review. *Intangible capital*, 12(4), 1040-1087.
17. Jain, Yogesh and Thomas, Renil (2016) A study on quality of work life among the employees of a leading pharmaceuticals limited company of Vadodara district, *International Journal of Applied Research* 2016; 2(5): 926-934
18. Sinha, C., (2012), Factors affecting quality of work life: Empirical evidence from Indian organizations. *Australian Journal of Business and Management Research*, 1(11), 31-40
19. Easton, Simon and Van, Darren(2013) User Manual for the Work-Related Quality of Life (WRQoL) Scale A Measure of Quality of Working Life, University of Portsmouth, Portsmouth, UK

20. Gunawan , Hendra and Amalia , Rezki) 2015) Wages and Employees Performance: The Quality of Work Life as Moderator, International Journal of Economics and Financial Issues, 5(Special Issue) 349-353
21. Kitana, A., & Karam, A. A. (2017). The relationship between work environment into women's career development and job satisfaction in the United Arab Emirates: A large scale sampling. International.
22. HAFEEZ M, Iqra and YINGJUN, Zhu and HAFEEZ, Saba and MANSOOR , Rafiq and REHMAN, Khaliq (2019) IMPACT OF WORKPLACE ENVIRONMENT ON EMPLOYEE PERFORMANCE: MEDIATING ROLE OF EMPLOYEE HEALTH ,Business Management and Education , Volume 17 Issue 2: 173–193
23. Shrivastava,Aand Purang ,p(2012) Employee perceptions of performance appraisals: A comparative study on Indian banks
24. Swamg, Devappa and nanjundeswaraswamy and rashmi, srinivas (2014) Quality of work Life: scale development and validation, international journal of caring sciences, Vol.8.No.2,pp281-300.
25. Kim, Y. S., Park, J., Rhee, K. Y., & Kim, H. M., 2015,. A Comparison between the Second Korean Working Conditions Survey (KWCS) and the First KWCS.Safety and health at work, 6(2), 85-8.
26. Permarupan, P. Y., Al Mamun, A., Samy, N. K., Saufi, R. A., & Hayat, N. (2020). Predicting nurses burnout through quality of work life and psychological empowerment: A study towards sustainable healthcare services in Malaysia. Sustainability, 12(1), 388.
27. Adikoeswanto, D., Eliyana, A., Hamidah, T. S., Buchdadi, A. D., & Firda, F. (2020). Quality of Work Life's Factors and Their Impacts on Organizational Commitments. Systematic Reviews in Pharmacy, 11(7), 450-461.
28. Warhurst, C., & Knox, A. (2022). Manifesto for a new Quality of Working Life. human relations, 75(2), 304-321.
29. Storman, M., Storman, D., & Maciąg, J. (2022). Quality of work-life among young medical doctors in Poland. International Journal of Occupational Safety and Ergonomics, 28(3), 1611-1617
30. Junita, A., Nahrisah, E., & Oktaviani, H. (2022). Determination of Servant Leadership on Worker Performance Mediated by The Quality of Work-Life and Moderated by Work Engagement. JDM (Jurnal Dinamika Manajemen), 13(1), 30-44.
31. Sumarsi, S., & Rizal, A. (2022). The effect of competence and quality of work life on organizational citizenship behavior (OCB) with organizational commitment mediation. International Journal of Social and Management Studies (IJOSMAS) Volume, 2.
32. Kashani, F. H. (2012). A review on relationship between quality of work life and organizational citizenship behavior (case study: an Iranian company). Journal of Basic and Applied scientific research, 2(9), 9523-9531
33. Aruldoss, A., Kowalski, K. B., & Parayitam, S. (2021). The relationship between quality of work life and work-life-balance mediating role of job stress, job satisfaction and job commitment: evidence from India. Journal of Advances in Management Research, 18(1), 36-62.