


ORGANIZATIONAL LEARNING'S EFFECT ON BUSINESS PERFORMANCE AND HIGH-PERFORMANCE HUMAN RESOURCE

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ARTICLE INFO	<u>ABSTRACT</u>
<p>Article history:</p> <p>Received 07 July 2022</p> <p>Accepted 31 October 2022</p>	<p>Purpose: The principal intention of this manuscript is to investigate the impact of “Perceived High-Performance Human Resource” (HpHR) in the telecommunications industry, such as “Extensive Training” (ExTr), “Performance Management” (PerMang), “Performance Appraisal” (PerApp), “Performance-Based Compensation” (PerComp), “Empowerment” (Empnt), and “Competency Development” (CompDev). Furthermore, the function of “Organizational Learning” (OrgLerng) as a relation between “Human Resources” (HumRes) practicing that lead to high achievement and BusPer has been investigated.</p>
<p>Keywords:</p> <p>Business Performance (BusPer); Organizational Learning (OrgLerng); High-performance Human Resource Practicing (HpHRs).</p> <div data-bbox="172 1099 480 1346" style="text-align: center;">  </div>	<p>Theoretical framework: The theories were tested using “Structural Equation Modeling” (SEM). Design/methodology/approach: The census method was used to collect information from telecommunications personnel in specific sections of Iraq (North Iraq). The “Confirmatory Factor Analysis” (CFAs) was utilized to check and confirm the data's reliability and validity.</p> <p>Research, Practical & Social implications: The “Organizational Learning” (OrgLerng) also acts as a relation among high-performing practicing of HR and organizational acting. The consequences for management have also been discussed.</p> <p>Findings: The “High Performance” (HiPer) methods, according to the report, have a helpful influence on the success of the organization.</p> <p>Doi: https://doi.org/10.26668/businessreview/2022.v7i3.e619</p>

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EFEITO DA APRENDIZAGEM ORGANIZACIONAL NO DESEMPENHO EMPRESARIAL E NOS RECURSOS HUMANOS DE ALTO DESEMPENHO

RESUMO

Objetivo: A principal intenção deste manuscrito é investigar o impacto do "Perceived High-Performance Human Resource" (HpHR) na indústria de telecomunicações, tais como "Extensive Training" (ExTr), "Performance Management" (PerMang), "Performance Appraisal" (PerApp), "Performance-Based Compensation" (PerComp), "Empowerment" (Empnt), e "Competency Development" (CompDev). Além disso, a função de "Aprendizagem Organizacional" (OrgLerng) como uma relação entre a prática de "Recursos Humanos" (HumRes) que leva a altas realizações e BusPer tem sido investigada.

Estrutura teórica: As teorias foram testadas usando "Modelagem da Equação Estrutural" (SEM).

Design/metodologia/abordagem: O método do censo foi usado para coletar informações do pessoal de telecomunicações em seções específicas do Iraque (Norte do Iraque). A "Análise dos Fatores de Confirmação" (CFAs) foi utilizada para verificar e confirmar a confiabilidade e validade dos dados.

Pesquisa, implicações práticas e sociais: A "Aprendizagem Organizacional" (OrgLerng) também atua como uma relação entre a prática de alto desempenho de RH e a atuação organizacional. As conseqüências para a administração também têm sido discutidas.

Conclusões: Os métodos de "Alto Desempenho" (HiPer), de acordo com o relatório, têm uma influência útil sobre o sucesso da organização.

Palavras-chave: Desempenho Empresarial (BusPer), Aprendizagem Organizacional (OrgLerng), Prática de Recursos Humanos de Alto Desempenho (HpHRs).

EFFECTO DEL APRENDIZAJE ORGANIZATIVO SOBRE EL RENDIMIENTO EMPRESARIAL Y EL RECURSO HUMANO DE ALTO RENDIMIENTO

RESUMEN

Propósito: La intención principal de este manuscrito es investigar el impacto de los "Recursos Humanos de Alto Rendimiento" (HpHR) percibidos en la industria de las telecomunicaciones, como la "Formación Extensiva" (ExTr), la "Gestión del Rendimiento" (PerMang), la "Evaluación del Rendimiento" (PerApp), la "Compensación Basada en el Rendimiento" (PerComp), el "Empowerment" (Empnt) y el "Desarrollo de Competencias" (CompDev). Además, se ha investigado la función del "Aprendizaje Organizativo" (OrgLerng) como relación entre los "Recursos Humanos" (HumRes) que practican que conducen a un alto rendimiento y el BusPer.

Marco teórico: Las teorías se probaron utilizando el "Modelado de Ecuaciones Estructurales" (SEM).

Diseño/metodología/enfoque: Se utilizó el método del censo para recoger información del personal de telecomunicaciones en secciones específicas de Irak (norte de Irak). Se utilizó el "Análisis Factorial Confirmatorio" (AFC) para comprobar y confirmar la fiabilidad y validez de los datos.

Investigación, implicaciones prácticas y sociales: El "Aprendizaje Organizativo" (OrgLerng) también actúa como una relación entre la práctica de alto rendimiento de los RRHH y la actuación organizacional. También se han analizado las consecuencias para la gestión.

Conclusiones: Los métodos de "Alto Rendimiento" (HiPer), según el informe, tienen una influencia útil en el éxito de la organización.

Palabras clave: Rendimiento empresarial (BusPer), Aprendizaje organizativo (OrgLerng), Práctica de recursos humanos de alto rendimiento (HpHRs).

INTRODUCTION

According to "Bhal (2002)", Human Resource practicing (HuRePrs), which will henceforth be referred to as HuRePrs, have gained significant gained considerable interest from scholars, academicians, and professionals over the last few decades in analyzing how

effectively the valued asset, such that, the HumRes ,is functioning to meet the organization objectives[1].

In a competitive environment, the knowledge and skills of HR are critical to the success of any business; no organization can exist and expand without proper HR competencies. Organizations are using HR strategies to handle their valued and talented people in order to gain a sustained strategic advantage ("Huselid & Becker, 2011")[2]. Practicing of HR that demonstrate high achievement are a management strategy that incorporates a variety of HR management techniques to increase organizational effectiveness. In the related works, this is referred to as "optimal HR management techniques" ("Gurbuz, 2009"), "progressive HR management" ("Huselid, Jackson, & Schuler, 1997"), "revolutionary HR management" ("Ichniowski, Shaw, & Prennushi, 1997"), or "innovation HR management"[3]. HiPer techniques are not the same as traditional HiPer procedures. The former enables staffs to identify the institution's goals and inspires them to work toward them ("Arthur, 1994") by building a team of talented staffs who may be should utilize their discretion when doing their duties that benefit the society ("Gould-Williams & Davies, 2005"). The former inspires staffs to identify the institution's goals and motivates them to work toward them. According to Boxall and Purcell, HiPer initiatives have a positive impact on organizational performance (2003)[4][5].

As HpHRs, the majority of researchers employed the following practices: intensive training, PerMang, appraisals, Empnt, and CompDev. There is disagreement in the literature over which practicing should be included in the idea of human performance HRP[6].

HpHRs have gotten very little attention, particularly in the information sector, according to Choi and Lee. Management is a critical component to improve a quality service emphasis among staffs in the service industry, which is the country's fastest expanding sector. Chindo: The telecommunications industry has made significant contributions to GDP by implementing best practicing in quality and data security[7][8].

"Jiang et al. 2013" additionally examined 74 studies, 69 of which focused on mediating variables between HpHRs and organizational effectiveness (OP). Despite this, research on the mediating component, OrgLerng, in the relationship between HpHRs and firm performance is scarce. Through OrgLerng, "Lopez et al. 2005" were the only researchers that looked at the impact of four practicing of HR on company success (selected recruiting, strategic training, staff engagement in decision-making, and contingent pay)[9]. OrgLerng to study the impact of packaged practicing of HR that lead to HiPer, as well as individual HR practices, on a company's achievement was used . In addition, we looked into OrgLerng's dimension-wise

mediation of HpHRs and company success, which had never been looked at before. HiPer human resource strategies are critical to increasing corporate success. There has been no research into HpHRs in the telecoms industry. The goal of this manuscript was to test the cumulative influence of rising HRP on BusPer in emerging nations [10][11].

LITERATURE RELATED WORKS

HpHR

Globalization, privatization/deregulation, competitiveness, and technology advancements have all driven management to alter numerous HR and other management techniques. These contextual shifts have compelled businesses to implement high-performance human resource approaches that increase long-term comparative benefit ("Gurbuz, 2009"). In the literature, several researchers have ascertained HpHRs. HiPer methods are those that help staffs develop their competences, skills, and talents, opening the way for greater organizational performance via learning. HpHRs are a type of hormone-like peptide receptor with a "internally consistent set of rules and procedures" that assist a company's labor resource in achieving its goals.

Organizational Learning (OrgLerng)

Individuals, organizations, teams, communities, and even the company itself may benefit from OrgLerng's learning capabilities ("Aragon, Jimenez-Jimenez, & Sanz-Valle, 2014"). It is a tried-and-true method for maintaining and increasing a company's competitive advantage and achievement ("Sinkula, Baker, & Noordewier, 1997").

According to the definition, it is a process in which OrgLerng and execute changes in organizational structure that contribute to the enhancement or maintenance of OpPe ("Alegra and Chiva 2008"). The study of adaptive and generative learning in organizational contexts was conducted by ("Slater and Narver, 1995").

Single-Loop Learning, also known as "Adaptive learning", assists businesses in identifying how to more efficiently and effectively supply new goods and services to all consumers. Double-loop learning is a term used to describe the process of generative learning. It enables organisation uncover new consumers and markets to serve, as well as new goods and services to offer current and future customers. OrgLerng is also described as the learning of

original information or insights that has the power for behavior influence ("Chung, Yang, and Huang 2015").

In a word, OrgLerng's expertise is the core of the company. According to "Lopez et al. 2005," OrgLerng is a complex concept that includes "Knowledge Acquisition" (KnAc), Knowledge Dissemination (KnDs), "Knowledge Interpretation" (KnIn), and "Organizational Memory" (OrgMem). "Jimenez-Jimenez and Sanz-Valle, 2011" has also contributed to our knowledge. KnAc denotes both intrinsic and extrinsic knowledge acquisition, whereas KnDs denotes knowledge transfer/sharing, KnIn denotes the incorporation of important areas of knowledge via common understanding and coordination for efficient decision-making, and OrgMem denotes knowledge storage in case need it, whether in the form of KnIn or in the form of developing organizational structures.

BusPer

BusPer refers to individual actions that help the organization's aims and objectives as assessed by the individual's level of competence. It refers to the number and quality of successes that a single member provides to the organization ("Schermerhorn, Hunt, & Osborn, 2000"). Corporate performance is determined by staffs' talents, competence, and experience, according to ("Absar, Nimalathan, and Jilani, 2010"). An successful and distinctive people resource assists the organization in achieving this aim by increasing use of resources efficiency, novelty, staff and contentment of customers, and product or service quality.

Staff satisfaction, turnover, effectiveness, absenteeism, engagement, and overall Staff Performance (EmpPer) are all variables used in the literature to assess EmpPer ("Venkatraman & Ramanujam, 1986"). Finally, indicators like as product, service defects, and others are all aspects to examine when evaluating OpPe ("Venkatraman & Ramanujam, 1986; Wright, Gardner, & Moynihan, 2003").

MANUSCRIPT AIMS

1. To assess the HiPer human resource initiatives impact on the success of the organizational and business.
2. To assess the influence of OrgLerng on the success of the firm.
3. To investigate at OrgLerng's function as a mediator between business success and HR's higher performance practices.

THE STUDY'S RATIONALE

The telecommunications industry has long been considered a vital instrument for the economic growth of a countries (“Kathuria, 2000”).

The Iraqi telecommunications sector has expanded dramatically in recent years. Some government development initiatives, in addition to advances in wireless systems and the active engagement of the sectors that are private, have all contributed to the compcountries telecommunications sector's rapid expansion.

The telecommunications industry is becoming more competitive by the day (“Ali et al., 2012”), and this necessitates the hiring of competent and informed staffs. These competent and informed individuals engage in constant learning and share fresh ideas with their co-staffs and management. HRP's assist people in learning and inventing, which affects the overall corporate success. In this respect, it is important to investigate the kind and types of HRP's used in the information technology (IT) industry, as well as their influence on company achievement. Furthermore, it will make a comparison of individual HRP's to bundled practicing of HR and their influence on company success, in addition to the assessment of the part played by OrgLerng in the relation between HpHR and businesses achievement (BusAch).

METHOD OF STUDY

Measurements

All variables in the research were evaluated by a “5-Point Likert Scale Spanning” from 5 (Fully approve) to 1 (Fully disapprove). Many items from various research were utilized to assess the six HpHRs chosen, like PerMang of an example item: 'The possibilities you have at work to fully utilize your talents and capabilities, (“Conway & Monks, 2008”), evaluation (example: 'Evaluation is intimately connected to job achievement, (“Chen & Huang, 2009”). As for comprehensive training (example: 'Your firm offers staff with a comprehensive training program to enhance skills, (“Wei et al., 2010”), and skill-building (example: 'Staff improve their skills to boost their career potential, (“Pare & Tremblay, 2000”), and Empnt (example: 'Staff are engaged in decision making concerning corporate concerns, (“Pare & Tremblay, 2000”) and pay that is based on achievement (example: 'Your firm provides performance-based rewards to its staff, (“Lopez et al., 2005; Wei et al., 2010”). “Lopez et al., 2005”) scale was utilized to assess OrgLerng, often known as KnAc. (example: The firm communicates with practitioners and specialist technicians), KnDs (example: The staff in entirety are made known about the firm's goals), KnIn (example: OrgMem and the rest of the organization are committed to a similar purpose) (example of an object: Databases are constantly kept to the latest update).

The Venkatraman and Ramanujam (1986) scale is utilized to assess an achievement in areas including financial success (increased profitability), employee satisfaction (EmpPer), and operational performance (OpPe) (service quality has improved).

Compilation of Data

The information was gathered from 3 commercial telecommunications companies functioning in Iraq: Zain IQ, Asia Cell, Korek. To gather study data, the entire mid-level staffs of chosen telecommunications firms were approached between October 2017 and January 2018. Only 246 questionnaires were sent back from the 851 sent to the mid-level staff. The appropriate feedback ratio resulted in 29%. The overall sampling consists of 79% were men, and 67% were in the age group of twenty and thirty years old. The bulk of responders (52%) were married postgraduates, with around 67 percent having job experience. of one to five years. The highest number of participants came from 2 socioeconomic classes: those earning less than 20,000 (41%), and those earning between '20,000 (41%).to 40,000 (41%).

Control Factors

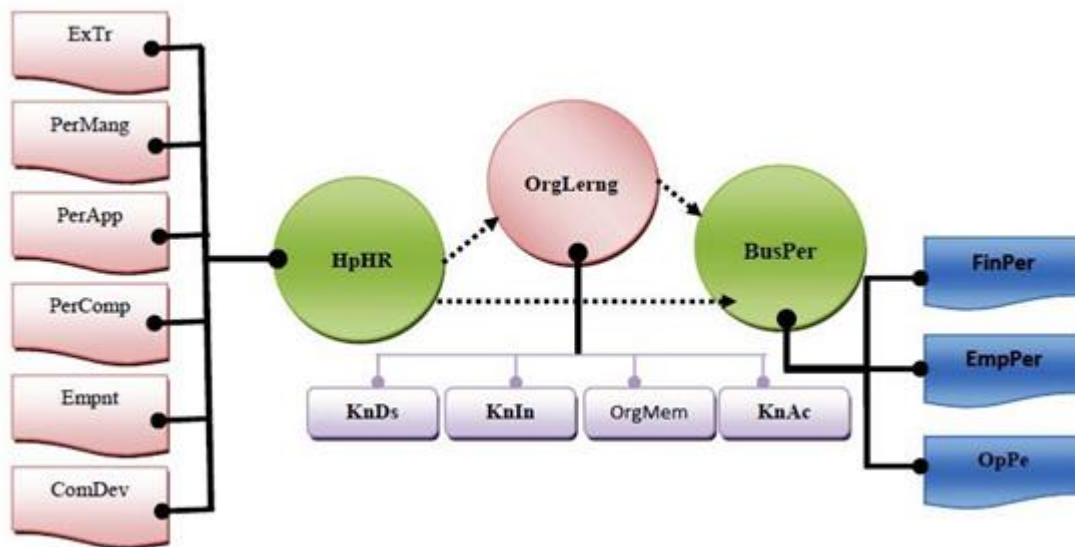
The respondents' age, qualifications, and work experience, as well as the company's magnitude and years of establishment, have been chosen as control factors since they may impact company achievement.

THEORETICAL FRAMEWORK

Superior Practicing of HR and BusAch

In past years, HiPer strategies have garnered huge exposure and interest as a strategic asset. According to (“Arthur, 1994”); (“Huselid & Becker,2011”); (“Sun et al.,2007”), Great-achieving HR strategies help to facilitate organizational effectiveness and development in a variety of organizational contexts (please refer to Figure 1). Several studies have found a relation among the HpHRs and BusPer, such as revenue development and progress (“Lopez et al., 2005”), profit growth (“Khasawneh & Alzawahreh, 2012; Lopez et al., 2005”), staff happiness and fulfillment (“Gurbuz, 2009”), staff turnover (“Camps & Luna-Arocas, 2010; Sun et al., 2007”), and general achievement (“Huselid & Becker, 2011”).

Fig 1, Framework Of The Theoretical Side



HiPer work manners have been shown to improve service quality results ("Karatepe & Vatankhah, 2014") and the business/producing industries ("Choi & Lee, 2013"). For example, PerMang assists in guiding and maintaining people to perform better in accordance with organizational requirements in order to improve corporate achievement ("Huselid & Becker, 2011"). ExTr enhances EmpPer (figure 1) and, as a result, company achievement ("Birdi et al., 2008"). PerComp guarantees that the firm can attract and keep personnel of great quality by giving them the impression that they are properly compensated, which enhances the achievement of the company ("Huselid & Becker, 2011"). Likewise, Empat increases staff engagement in the workplace by delegating responsibility to the base level in the company in which a knowledgeable or discreet choice may be implemented to enhance a company's achievement ("Gurbuz, 2009"). Furthermore, according to Pare & Tremblay (2000), CompDev techniques increase the competency of current personnel, which improves corporate achievement.

Bundled HpHRs and BusPer

The practicing of HR are a set of specific HR practicing that develop people skills, stimulate staff engagement in decision-making, and inspire the staff to enhance achievement (Sun et al., 2007). According to ("MacDuffie, 1995"), when implemented as a system or bundled, HpHRs are more effective. Bundled practicing outperform solo practicing in terms of company success because they provide numerous, equally supporting circumstances in a mutual manner that enhance staff engagement and growth of skills. It is well known in the

works that bundled practicing of HR are interrelated and have a reciprocal impact (“MacDuffie, 1995”). (“Ichniowski et al. 1993”) noted in this regard that a sufficient concentration on the effects of specific practicing of HR on achievement may yield inaccurate findings, with a specific practice reflecting the impact of the overall HR system. (“Subramony, 2009”) also found that the bundled impact of HpHRs on BusAch outperforms specific methods and thought that unique HuRePrs would not provide a market position advantage on their own.

HpHRs and OrgLerng

In today's economic climate, HuRePrs have a critical part in the creation of OrgLerng. According to (“Snell, Youndt, and Wright, 1996”), staffs help to address when they possess the knowledge and talents that the organization requires, as well as the drive to learn. Past research has found that HiPer human resource strategies have a favorable influence on OrgLerng (“Camps & Luna-Arocas, 2010; Lopez et al., 2005”). For example, trainings of comprehensive are a critical component in achieving effective OrgLerng. It emphasizes total staff development to increase OrgLerng. Furthermore, it gives a comprehensive knowledge of the firm's ambitions and objectives to guarantee that learning processes are heading in the correct path (“Lopez et al., 2006”). Furthermore, performance evaluation, another HiPer practice, focuses on long-term goals to identify knowledge development and transference (“Lopez et al., 2005”).

Conversely, PerMang continually updates knowledge, which aids in the generation of OrgLerng. According to (“Evans, 2003”), PerMang is highly important for the company to improve the knowledge aspect (acquisition, distribution, interpretation, and OrgM). Staffs are encouraged to take on specific sorts of jobs thanks to performance-based remuneration (“Wei et al., 2010”).

Moreover, (“Lopez et al.,2005”) proposed that organizations use incentive-based systems connected to the achievement of the objective and knowledge development. Furthermore, an efficient compensation system stimulates the staff to gain data and transmit it with their co-staffs, as well as understand and store it for forthcoming utilization. Another HiPer strategy, Empnt - EmpPer, is similarly important in enhancing the organization's culture of learning. The staff is given responsibility and power to engage in decision-making, which improves their perspective and understanding and has a good influence on OrgLerng (“Karatepe & Vatankhah, 2014”). Furthermore, it emphasizes the significance of factors like trust and information sharing that impact OrgLerng (“Lopez et al., 2005”). Eventually, talent management raises skills of the employees, aptitude, and information (“Gupta & Singh, 2010”),

which assists in the production, distribution, transfer, and usage of knowledge at the fundamental, technical, and managerial levels of a business.

OrgLerng and BusPer

OrgLerng as per (“Gonzales, 2001”), is an efficient strategy for staff performance within the company. OrgLerng, in other words, is a crucial tool for increasing corporate success as well as preserving a competitiveness (“Chung et al., 2015”). According to (“Inkpen and Crossan, 1995”), firms that learn more successfully remain competitive in the market in the foreseeable future. The organizational process of learning, which includes KnAc, Knowledge Distribution (KnDs), KnIn, and OM, paves the path for improved company achievement (“Jimenez-Jimenez & Sanz-Valle, 2011”). Several writers, including (“Noruzy, Dalfard, Azhdari, Shirkouhi, and Rezazadeh, 2013”), (“Liao and Wu, 2009”), and (“Lopez et al., 2005”), have found that OrgLerng is favorably connected to company success across multiple industries. (“Tippins and Sohi, 2003”), also discovered that the 5 phases of the organization contained relations between flows of information, stock, and BusPer. Meanwhile, (“Bontis, Crossan, and Hulland, 2002”) discovered that learning stock throughout the entire stages of management had a beneficial connection with company success. They also discovered that misconfiguration in an OrgLerng system had a detrimental impact on BusPer. Furthermore, “Lopez et al., 2005” revealed that the entire OrgLerng procedure boosts performance. BusPer benefited from the learning process, which included KA, KD, shared interpretations, declarative memories, and procedural memories. According to (“Decarolis and Deeds, 1999”), knowledge production, aggregation, and application may result in improved achievement.

The researchers discovered a relation between flows of information, stock, and company acting. “Bontis, Crossan, and Hulland, 2002”), identified a positive association between learning stock at all levels of management with company success. They also discovered that malfunctioning in an OrgLerng system had a detrimental impact on BusPer. In addition, “Lopez et al. (2005)” discovered that the complete OrgLerng method improves achievement. Consequently, teaching companies are always more able to deal with difficult issues or adapt to new difficulties than rivals (“Slater & Narver, 1995”), allowing enterprises to attain long-term success.

HpHRs, OrgLerng, and BusPer

Numerous academics have explored the existence of a hidden connection, or "black box,"(secret) among high-performing practicing of HR and corporate success (“Boxall &

Purcell, 2003; Huselid et al., 1997”). The lack of a relationship between HpHRs and corporate success exemplifies the persistence of a “black-box.” The “black-box” is an unidentified and unseen device that improves company achievement.

OrgLerng has been identified as the primary activity of an organization for obtaining, producing, transferring, and applying knowledge. Otherwise stated, OrgLerng is the production of new knowledge inside a company to improve operational efficiency (“Dasgupta & Gupta, 2009”). According to (“Lopez et al., 2005”), practicing of HR may assist achieve a sustainable competitive edge through the information, aids, dispositions, and actions that comprise the foundation of OrgLerng.

They furthermore argued that practicing of HR are utilized to affect company achievement through using OrgLerng. Previous research, specifically (“Camps and Luna-Arocas, 2010”) and (“Lopez et al. ,2005”) investigated the part played by OrgLerng as a moderator between HpHRs and company success. HiPer strategies may help businesses enhance their achievement via the learning experience.

ExTr programs, for example, are critical for the staff to enhance the learning process in the firm, which improves corporate achievement. The training programs encourage the staff to offer existing expertise, develop new information, and use what they've learned to help the company thrive (“Aragon et al., 2014”). Similarly, PerMang promotes enhancement, learning, and growth in order to accomplish corporate objectives.

Furthermore, the evaluation process provides staffs with ongoing feedback on their gained abilities and knowledge, which enhances the organization's different performance qualities (“Lopez-Cabrales, Perez-Luno & Cabrera, 2009”). Performance-based remuneration is crucial for motivating people to handle difficult tasks, develop and use knowledge efficiently, and guarantee that the company's achievement improves.

RESULTS AND ANALYSIS

Exploratory Factor Analysis

ExTr programs, for example, are critical for the staff to enhance the learning process in the firm, which improves corporate achievement. The training programs encourage the staff to offer existing expertise, develop new information, and use what they've learned to help the company thrive (“Aragon et al., 2014”). Similarly, PerMang promotes enhancement, learning, and growth in order to accomplish corporate objectives. Three dimensions were subjected to factor analysis: HpHRs, OrgLerng, and BusPer. The dimension of HpHRs lowered from forty-

two assertions to thirty-two, which coalesced under 6 criteria. Likewise, OrgLerng began with twenty-five items and was decreased to twenty items under 4 criteria.

Finally, there were fourteen elements on the firm performance scale, separated into three groups. For all constructs, the Kaiser–Meyer–Olkin (KMO) (value > 0.80), the total variation accounted for (all components > 60%), factor loadings and extracted commonalities for all components are greater than 0.5, and eigenvalues for all components are greater than 1 ("Hair et al., 2010"). Table 1 depicts Exploratory Factor Analysis -EFA in detail.

Variability in Methods

Because the data was self-reported, a potential for a popular techniques bias existed. ("Podsakoff et al., 2003"). As a result, operational remedies to minimize these biases, such as ensuring participant confidentiality and reducing item ambiguity, were established to reduce this problem. The one-factor test of Herman was also employed.

Table 1 depicts Exploratory Factor Analysis -EFA in detail.

Factor	Mean	SD	FaLd	C	EgVal	VrEx (%)	KMO
High-performance practicing of HR (HpHRs)	4.04					70.467	0.899
Extensive Training (ExTr)	4.01	0.61			2.760	8.627	
ExTr 1	4.12	0.78	0.659	0.624			
ExTr 2	4.02	0.81	0.689	0.620			
ExTr 3	3.90	0.83	0.680	0.584			
ExTr 4	3.96	0.77	0.589	0.511			
Performance Management (PerMang)	3.25	0.55			10.652	33.286	
PerMang 1	4.22	0.78	0.539	0.593			
PerMang 2	4.02	0.71	0.535	0.548			
PerMang 3	4.14	0.81	0.520	0.518			
PerMang 4	3.97	0.83	0.751	0.657			
PerMang 5	4.13	0.77	0.667	0.527			
PerMang 6	3.94	0.92	0.630	0.521			
PerMang 7	4.11	0.76	0.643	0.624			
Performance Appraisal (PerApp)	4.08	0.53			3.280	10.250	
PerApp 4	3.94	0.83	0.734	0.548			
PerApp 5	4.11	0.84	0.713	0.672			
PerApp 6	4.22	0.71	0.670	0.590			
PerApp 7	4.08	0.79	0.557	0.557			
Performance-based Compensation (PerComp)	4.02	0.67			3.040	9.507	
PerComp 1	4.13	0.84	0.575	0.646			
PerComp 2	4.01	0.80	0.546	0.596			
PerComp 3	4.04	0.82	0.523	0.574			
PerComp 4	3.87	0.89	0.670	0.689			
PerComp 5	3.98	0.90	0.512	0.690	1.219	3.808	
Empowerment (Empnt)	4.01	0.54					
Empnt 1	3.97	0.88	0.585	0.517			

Empnt 2	4.18	0.68	0.510	0.583			
Empnt 3	4.07	0.73	0.675	0.601			
Empnt 4	3.94	0.81	0.534	0.532			
Empnt 5	3.87	0.82	0.564	0.619			
Empnt 6	4.04	0.79	0.639	0.545	1.596	4.989	
Competency Development (CompDev)	4.08	0.52					
CompDev 1	4.18	0.82	0.632	0.543			
CompDev 3	4.04	0.89	0.734	0.559			
CompDev 5	4.13	0.85	0.684	0.640			
CompDev 7	3.85	0.78	0.558	0.578			
CompDev 8	3.95	0.82	0.504	0.576			
CompDev 9	4.30	0.69	0.527	0.507			
OrgLerng (OL)	4.06					62.587	0.892
Knowledge Acquisition (KnAc)	4.01	0.51			7.263	36.316	
KnAc 1	4.26	0.77	0.651	0.512			
KnAc 2	3.72	0.86	0.665	0.545			
KnAc 3	3.97	0.79	0.606	0.514			
KnAc 4	3.92	0.78	0.652	0.562			
KnAc 5	4.08	0.59	0.657	0.542			
KnAc 6	4.17	0.75	0.589	0.580			
Knowledge Distribution	3.95	0.92			9.124	1.423	
KnDs 1	4.09	0.73	0.587	0.536			
KnDs 2	4.13	0.73	0.639	0.545			
KnDs 3	4.02	0.74	0.578	0.555			
KnDs 4	3.98	0.85	0.635	0.580			
Knowledge Interpretation	4.12	0.54			7.117	1.824	
KnIn 2	3.96	0.73	0.553	0.527			
KnIn 3	4.16	0.54	0.585	0.513			
KnIn 4	4.01	0.73	0.627	0.526			
KnIn 5	3.89	0.77	0.689	0.604			
Organizational Memory	4.21	0.81			5.525	1.891	
OrgMem 2	4.00	0.74	0.631	0.636			
OrgMem 3	3.89	0.79	0.640	0.598			
OrgMem 4	4.20	0.78	0.637	0.572			
OrgMem 5	4.09	0.90	0.606	0.620			
OrgMem 6	4.11	0.84	0.739	0.515			
OrgMem 7	4.32	0.72	0.752	0.660			
Business Performance (BusPer)	2.22	0.87				60.824	13.507
Financial Performance	3.90	1.18			10.030	39.464	
FinPer1	2.29	0.82	0.702				
FinPer 2	4.04	1.22	0.836				
FinPer 3	2.58	0.82	0.827				
FinPer 4	4.02	0.64	0.753				
Staff Performance	4.01	0.79			7.853	0.858	
Employee Performance	3.36	0.57			1.891	13.507	
EmpPer 1	4.09	0.83	0.565				
EmpPer 2	4.02	0.89	0.582				
EmpPer 3	3.55	0.83	0.646				
EmpPer 4	4.12	0.76	0.730				
EmpPer 5	3.91	0.74	0.541				
EmpPer 6	2.61	0.79	0.525				
Operational Performance	4.13	0.81		1.099	2.030		
OpPe1	3.60	0.78	0.894				

OpPe 2	4.07	0.77	0.544				
OpPe 3	3.96	0.57	0.508				
OpPe 4	3.31	0.83	0.886				

For all “independent” and “dependent” variables, EFA was done utilizing “PCA” and “varimax rotation”. The overall variation described by different indicators varied from 7% to 2%. As a result, no specific major point appeared to describe the bulk of the variations described by the model, offering early indication that there isn't a single widely used approach bias in the data (Liu et al., 2011). Furthermore, CFAs aids in the elimination of frequent technique bias.

CFAs

For the validation of the factors discovered during EFA, the s was performed, and CFAs was utilized to determine whether or not there is a connection the relationship between manifest and latent factors. It's a proof of concept for the theory measurement. It is a method of determining if well-gauged variables describe a potential notions. The entire constructs, namely HpHRs, OrgLerng, and BusPer, have measurement methodologies. For the entire constructs, the standardized regression weights (SRW) value is more than 0.50. The measurement models' goodness of fit was evaluated using a variety of global fit indices, including the goodness of fit index (Gfdx) (>0.88), adjusted Gfdx (>0.88), comparative fit index (Cfix) (>0.88), normed fit index (>0.90), RMSE (0.499), and RMSE of approximation (0.79). By fulfilling all of the above-mentioned parameters, all of the models produced an outstanding match (Table 2).

Dependability and Efficacy

The constructs' fidelity was evaluated using "Cronbach's alpha" (CrAlapha) and composite reliability (CR). Based on (“Hair et al., 2010”), CrAlapha and CR values equivalent to or larger than 0.753 represent a high level of dependability (“Hair et al., 2010”).

Table 2. CFAs Findings of HiPer Practices, OrgLerng and BusPer

Constructs	X ² /df	Gfdx	AGfdx	Cfix	RMR	RMSEA
ExTr	2.115	1.665	0.766	2.677	0.004	0.388
PerMang	1.712	1.23	0.156	2.488	0.030	0.755
PerApp	0.566	0.788	0.788	2.233	0.009	0.488
PerComp	2.212	0.944	0.744	0.566	0.018	0.001
Empnt	0.534	0.788	0.388	2.212	0.018	0.688
CompDev	1.867	0.744	0.755	0.534	0.029	0.701
Bundled HpHRs	2.645	0.388	0.488	2.115	0.030	2.212
KnAc	1.864	0.755	0.992	1.712	0.028	0.534
KnDs	0.822	0.488	0.997	0.566	0.018	1.867
KnIn	1.344	0.001	0.952	1.867	0.004	2.645
OrgMem	2.677	0.688	0.958	2.645	0.020	1.864
OrgLerng	2.488	0.701	0.947	1.864	0.033	0.822
FnPer	2.233	0.482	1.665	2.212	0.005	1.344
EmpPer	0.755	0.701	1.23	0.534	0.021	2.677
OpPe	0.823	0.766	0.788	1.867	0.017	2.488
BusPer	1.177	0.156	0.944	2.645	0.034	2.212

Table 3. Reliability and Validity Evaluation

Constructs	Dimensions	SRW	Extracted average Variation	CR	Alpha Value
Bundled HPHRs			0.911	0.831	0.817
	ExTr	0.936	0.684	0.757	0.918
	PerMang	0.883	0.626	0.959	0.633
	PerApp	0.872	0.673	0.956	0.734
	PerComp	0.946	0.674	0.775	0.897
	Empnt	0.957	0.617	0.766	0.832
	CompDev	0.763	0.597	0.945	0.855
OrgLerng			0.901	0.861	0.934
	KnAc	0.832	0.593	0.718	0.816
	KnDs	0.821	0.624	0.735	0.896
	KnIn	0.827	0.684	0.983	0.741
	OrgMem	0.913	0.645	0.782	0.799
BusPer			0.774	0.844	0.774
	FnPer	0.964	0.735	0.985	0.834
	EmpPer	0.828	0.627	0.981	0.677
	OpPe	0.833	0.537	0.888	0.655

Furthermore, discriminant validity was demonstrated through a comparison made among the “AVE” with correlative square across several components (“Hair et al., 2010”). The “AVE” for the entire components is greater than the correlative square, indicating legitimacy in discrimination (please refer to Table 4).

Table 4. Distinguish between reliabilities and correlations analyzing

Constructs	Bundled HPHR	OrgLerng	BusPer
Bundled HPHR	0.911		
OrgLerng	0.731	0.901	
	0.816		
BusPer	0.411	0.376	0.774
	0.741	0.736	

Descriptive Analysis of Constructs

Table 1, displays the mean score and standard deviation of HpHRs OrgLerng, and company success based on feedback from the staff. In telecommunications businesses, HpHRs are used that showed a Mean value of $M = 4.04$ (please refer to Table 1). ExTr, PerMang, PerComp, Empnt, and ComDev were the six sub-scales of HpHRs as can be seen in Figure 1. From Table 1, it can be observed that from among the 6 sub-scales, the staff have a positive impression of PerApp and ComDev ($M = 3.25$), followed by PerMang ($M = 3.25$). Furthermore, In the communications business, performance evaluation is used to analyze EmpPer on an individual and group basis in order to determine the relevant degree of achievement. It has also been noted that measures are being taken to a significant degree in telecommunication businesses for the improvement of competencies and abilities among personnel. Furthermore, PerMang indicates that businesses do not solely control their staffs' performance, and equally offer them the chance to fully utilize their knowledge and competencies and address job concerns with their supervisor. The mean score of ExTr (4.01) shows that management conducts ExTr programs to improve achievement. Furthermore, the personnel believes that a variety of training programs are available to meet a variety of training demands ($M = 4.12$). The average result of PerComp is 4.02. The personnel is given incentives, rewards, and incentives based on merit and degree of efficiency and expertise. Empnt has a mean value of 4.01. The staff has been observed to have endeavored in addressing difficulties and take appropriate professional judgments. This demonstrates that the company places top importance on staff Empnt.

Staffs, on the other hand, believe that there is a good degree of OrgLerng ($M = 4.06$, Table 1). KA is a significant basis for new company knowledge ($M = 4.01$). It has been discovered that management communicates with experts and technical staff to get new information.

Staffs have a positive impression of KD ($M = 4.11$) because supervisors share the newest developments with their staff, tell them about the organization's goals, and distribute ideas and insights across various divisions to assist the organization to achieve its goals. Moreover, KI ($M = 4.08$) is an essential component of OrgLerng ($M = 4.08$). Staff share and exchange their fresh experiences and information reciprocally to conduct a continual evaluation. Furthermore, telecommunications companies place a premium on preserving and upgrading OrgMem ($M = 3.96$). These organizations keep databases for experiences recording and skills for future utilization. Additional directories or e-mail databases are also kept based

on specialized sectors, making it easier for staff members to identify a specialist on particular tangible concerns at any moment.

In addition, company performance is beyond average ($M=2.22$, Table 1). It is made up of three components: FinPer, EmpPer, and OpPe. FinPer has a significant mean value ($M = 4.01$), trailed by EmpPer ($M = 3.36$) and OpPe ($M = 3.55$). According to the findings, the telecommunications sector's profitability, sales growth, and profit growth all indicate a favorable trend in terms of FinPer. Furthermore, a rise in staff motivation and performance has been found in telecommunications businesses.

Lastly, the mean OpPe in the telecommunication industry is relatively average (3.31) due to the low score of items assessing complaints from clients and product and service faults. Staff feels that these locations are not being adequately monitored.

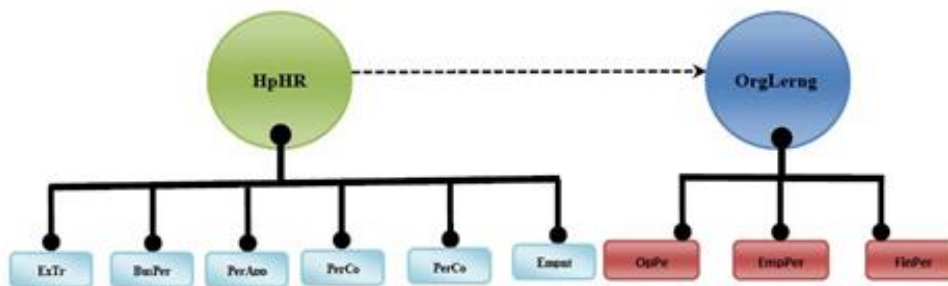
Individual HpHRs and Bundled High-Performance HuRePrs' Effects on BusPer

Two structural models were created using AMOS, 17 version, was used to examine the comparative influence of specific and packaged HiPer practicing on BusPer. To assess the specific impact of HpHRs (Model 1) and the bundled impact of HpHRs (Model 2) on company achievement, 2 models were employed. The data indicated that packaged HiPer practicing predicted greater variations in BusPer ($R^2 = 1.002$) than specific practicing ($R^2 = 0.406$). Model 1 varies significantly from model 2 ($\chi^2 > 3.84$, $p < 0.499$). The explanation for this might be because the bundled HpHRs have additional and generative effects, resulting in a synergistic impact ("MacDuffie, 1995"). Moreover, a set of interconnected HuRePrs offer many opportunities for staff members to develop the skills as well as numerous rewards to enhance drive, all of which contribute to greater BusAch.

Impact of Bundled HpHR on BusPer: A Structural Modeling Method

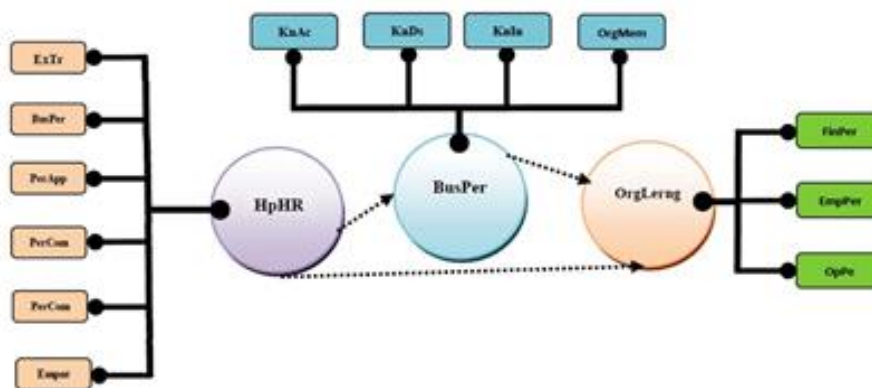
The primary tool for examining possible connections is structural equation modeling. It's the relation among at least one independent-factors and at least one dependent-variables, according to ("Hair et al., 2010"). We found OrgLerng as a mediator influence between packaged HpHRs and business success during our investigation. A set of 3-competing models were analyzed using the Kelloway approach: "No Mediation", "Moderated Mediation", and "Total Mediation", in order to determine the mediating impact. In the "No Mediation", the direct effect of HpHRs on BusAch is examined (Figure 2). ($p < 0.001$).

Fig. 2, The direct influence for business success on high-performance practicing of HR (partial mediation model)



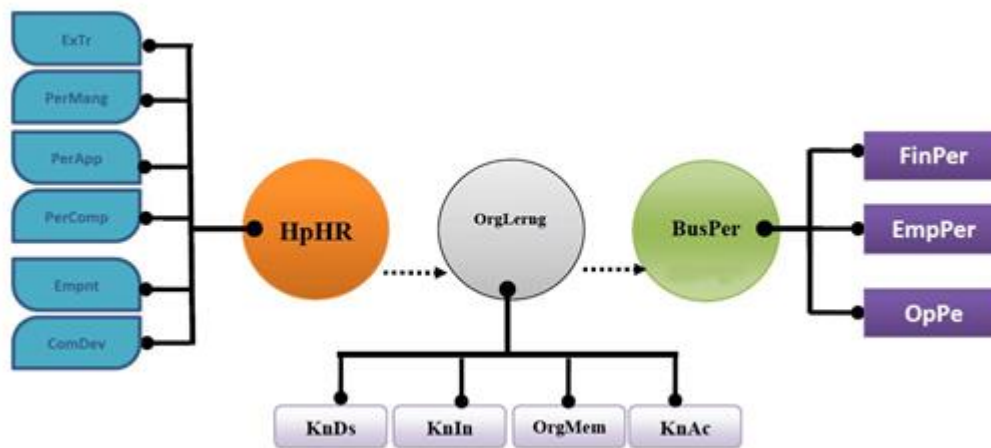
As can be seen in Figure 3, the HpHRs to company achievement) route connections were investigated.

Fig. 3, The Direct/Indirect connections between HpHR and BusPer have been investigated (partial mediation Method)



As illustrated in Figure 4, the entire mediation model has examined the indirect relation between HpHRs and BusAch (involving the routes from HpHRs to OrgLerng and OrgLerng to BusAch). The “Chi-Square” difference analysis was conducted to distinguish between the 3-divergent models, and the complete and partial mediation models were shown to be insignificantly different. However, no mediation with complete models ($\Delta x^2 = 40.016, p > 0.499$) and no mediation with partial mediations ($\Delta x^2 = 213.041, p > 0.001$) demonstrated a significant difference. It implies that OrgLerng serves as a relation between packaged HpHRs and business performance. For indirect impacts, the results were substantial in both the partial (Sobel statistics = 2.89, $p < 0.499$) and complete mediation models of OrgLerng.

Fig. 4, BusPer and HpHR have an indirect Connection (Full mediation Method)



Additionally, we examined the composition of mediation in OrgLerng between HpHRs and BusAch and discovered that all aspects of a competency-based compensation system are employed by the firm.

The incentives are directly proportional to the role and progress of the workplace. The firm gives out incentives depending on the performance of the team. Staffs' pay rises are in proportion to their job performance - i.e. how well they perform their HpHR role. OrgLerng has been found to be an important mediator of the relation between HpHRs and company success by researchers at Cardiff University, Wales and the University of Bristol.

CONCLUSION AND DISCUSSION

This research experimentally explores the relation among bundled HpHRs and company success in the J&K telecommunications industry via OrgLerng (North Iraq). Our findings show that bundled HiPer practicing have a greater impact on business success than specific HpHRs. A HiPer work system encourages the value, distinctiveness and inimitable nature of staff's knowledge and talent. This creates a strategic edge and enhanced efficiency that gives organisations an edge over their competition for talent. A high-efficiency business environment is a collection of practicing of HR known as the HiPer system. Our research also backs up the core hypothesis of HpHRs, concerning the bundles of practicing of HR that lead to higher company performance ("Boxall & Purcell, 2003"). A collection of related HiPer strategies is thought to provide much higher performance gains than solitary practicing of HR ("Ichniowski et al., 1997").

Based on Armstrong (2006), it has also been noted that bundled HpHRs have a greater effect on BusAch than specific interventions. This is due to their contribution to the

implementation of key organizational performance goals, appearing in an aggressive benefit and exceptional corporate performance.

Importantly, the research shows that HpHRs favorably influence OrgLerng, which is confirmed by prior research because practicing of HR foster favorable motivation to study in staff (“Lopez et al., 2005”). Furthermore, HiPer policies train staff for knowledge production by encouraging the interchange of knowledge, perspectives, and experiences (“Monavvarian & Khamda, 2010”).

Consistent with previous research by Lopez et al (2005), the research also revealed a beneficial influence of OrgLerng on company achievement, which may be ascribed to enhanced knowledge and enhanced comprehension of business via different OrgLerng elements.

According to (“Noruzy et al., 2013”), OrgLerng capacity is a key factor for developmental growth and achievement. Organizations that emphasize OrgLerng outperform their competitors (“Dasgupta & Gupta, 2009”). Furthermore, businesses with staff who can learn rapidly acquire a greater projected capacity, which facilitates the route to the strategic edge and enhances long-term achievement.

Aside from the aforementioned findings, the research reveals that OrgLerng modulates the relation between HpHRs and business effectiveness. This conclusion is comparable to the decisions of (“Lopez et al., 2005”), who proposed that HiPer strategies can help to promote OrgLerng, which consequently improves output.

Based on (“Lopez et al., 2005”), OrgLerng characteristics like KnAc, information distribution, KnIn, and OrgMem equally play a role in moderating the relation between HpHRs company success. HpHRs give an accurate knowledge of the company's purposes and objectives, ensuring that the direction of learning processes is in the proper orientation, therefore improving BusAch.

Moreover, the relationship between HpHRs and OrgLerng had a larger impact significance than the relationship between HpHRs and BusAch. HiPer strategies accounted for more variations in OrgLerng (81%) than in business success (76%). (52 percent). These results reinforce the notion that HiPer strategies have the greatest influence on OrgLerng and the least influence on organizational success.

OrgLerng was discovered to play a role in manage the relation between HpHRs and company success. It signified that HpHRs depended on OrgLerng to help businesses perform better. Furthermore, when the control variable, the duration of the company's establishment, is included in the scenario, the correlational relationship between the different variables remains

unchanged (“Hui, Radzi, Jenatabadi, Kasim & Radu, 2013”). As a result, the model does not include the control variable.

IMPLICATIONS THEORETICALLY

The research makes many theoretical advancements. The research adds to the current related works on practicing of HR by verifying the bundled HpHRs concept, which can be employed in forthcoming studies by scholars and researchers. The current study adds to past studies by demonstrating that bundled HpHRs have a more important influence on business success than individual HpHRs. It experimentally demonstrated the role of OrgLerng as an intermediary bundled HpHRs and company success. In theory, our results suggested that OrgLerng serves as a moderator between bundled HpHRs and company success. The research aided in identifying the secrets by utilizing OrgLerng to comprehend the relation between HpHRs and company success. Lastly, we examined the dimensional part between OrgLerng in the relationship between packaged HpHRs and company success. KnAc, KnDs, KnIn, and OrgMem are all elements of OrgLerng that moderate the relation between HpHRs and company success.

Managerial Implications

This research has several consequences for professionals and also academics, and is explicated in the ensuing part of this section.

To keep abreast with technological advancements and novel innovative developments in the telecommunications industry, technical training such as work instruction, training that utilized computers, and others should be offered to staff members and executed more efficiently. It will increase staff performance by reducing clientele grievances, which will boost corporate achievement. It will staff in updating and expanding their understanding of recent developments, as well as improving their technical proficiency to deal with current difficulties and be ready for new advancements. Improved competencies broaden staffs' cognitive horizons and perspectives, allowing them to think creatively and develop and distribute numerous fresh ideas, which improves corporate performance.

Furthermore, managers must empower and compensate staff members so that they feel obligated to react to the business through significant levels of occupational setting and performance results. As a result, it is recommended that managers empower staff by allowing them to share in organizational property choices that may help them accelerate their cognitive manner. Additionally, businesses should establish measures for awarding excellent

recommendations to promote useful feedback from staff, as well as retain loyalty awards for staff who have been for a long period with the organization. These kinds of presents or prizes can boost the staff's self-assurance and enhance their bonds with the business. As a result, in the long run, this will enhance staff engagement and happiness.

Given current results, it is discovered that it is imperative for work enhancement to be conducted regularly basis to enhance the capability of the staff. Corporations need to promote versatility to increase the understanding of the staff members of numerous tasks within the business, minimize monotony, and promote their employment to be more exciting.

Likewise, it has been discovered that KnAc is a key aspect of OrgLerng. As a result, it is advised that organizations have informal discussions and solicit recommendations from the staff in related sectors like software, IT, and others, to develop new data and concepts for telecommunication companies' fundamental and supplemental services.

It is therefore advised that businesses emphasize the swift and rapid access of databases to the staff members to facilitate the rapid distribution of existing data for sound decision and the improvement of various organizational procedures.

It is generally recognized that contented staffs are competent staff ("Saari & Judge, 2004"), however, our research demonstrates that telecommunication staff was less pleased. As a result, it is advised that to increase staff happiness, the staff members need to be supplied with both intrinsic and extrinsic advantages. Staff Empnt through participative decision-making, acknowledgment (commendations from superior officers and work colleagues), self-determination, responses, assigning difficult assignments, accomplishment, personal accountability, and self-improvement are examples of intrinsic benefits, whilst extrinsic advantages include salary increments, perks, paid leaves, compensation, and benefits, yearly leisure plans, benefits packages, job stability, raise in job status, internet facilities, and flexible hours of work and workspace.

The study's implications and upcoming research

Despite all preventive actions taken to assure the research's neutrality, reliability, and validity, the elimination of several shortcomings was not possible. These restrictions must be recognized in forthcoming references to the research outcome and applications. The following are the primary constraints: Firstly, the analysis is limited to the privatized telecommunications industry in J&K (Zain IQ, Asia cell and Korek) (North Iraq). It is proposed that the forthcoming study investigates HiPer management in public sectors. Furthermore, a comparative exercise was made between the government and industry may be made. Furthermore, while the research

is confined to the telecommunications industry, it may be expanded to other industries such as insurance, banking, wellbeing, education, and others. Secondly, the absence of interpersonal interaction with the staff in the telecommunications industry due to business managers' refusal to allow field visits contributes to additional constraints.

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