

## Understanding High-Performance Work Team (HPWT) Models: Going Beyond Employee Productivity as Related to (EPU) Identity

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### Abstract

Work teams have become an essential part of organizations, but how implementation of work teams influences performance and productivity over time still remains unclear. This study aims to understanding the role of High-Performance Work Team (HPWT) in the organization and to determining the effects of team working on the productivity of employee in Erbil polytechnic university. The study was conducted in Erbil polytechnic university institutions in Erbil city of Iraq, from march 2020 to December 2020. The data collection instrument was a questionnaire including 17 items. The sample of the study included 129 employees in different levels in the selected institutions. Hypotheses were tested and analyzed statistically using SPSS software. findings show that there is positive relation and significant effects between HPWS and employee productivity, this indicates that organization identification positively mediates the relationship between employee perceived HPWT and employee productivity. the research limit generalizability of the findings because the data collected in Erbil polytechnic university which has its own unique environment.

**Keyword:** High Performance Work team (HPWT), Organization & Identification, Positive organizational climate.

### 1. Introduction:

Erbil Polytechnic University is a scientific governmental academy which aims for educating technical qualified people in various specialties to meet the needs of the society, as a non-profitable institution of education. In Erbil Polytechnic University, a high-performance work team refers to a group of goal-focused individuals with specialized expertise and complementary skills who collaborate, innovate, and produce consistently superior results. The University or colleges group relentlessly pursues performance excellence through shared goals, shared leadership, collaboration, open communication, clear role expectations and group operating rules, early conflict resolution, and a strong sense of accountability and trust among its members, Organizational Identification is an aspect of culture, which can be viewed as how individuals see themselves, others, and the University as part of self and group identification.

This theory of relationships is developed based on social identity theory and focuses on how individuals can develop a relationship with the University through the identification of common values and behaviors (Glavas & Godwin, 2013). Aspects of organizational identification include

social identity, organizational relationships, and psychological bonds with the organization and other employees (Korschun, Bhattacharya, & Swain, 2014). Universities utilize organizational identity to create productive work environments, to determine if new students will be a good fit for the colleges, and to structure communications to increase the strength of specific behaviors. Some research suggests that organizational identification directly influences teaching and learning services. Development of a team project plan teaching and learning planning builds from a university or colleges strategic planning process. It provides clarification of shorter-term actions necessary to achieve goals.

With the assistance of HR, a newly formed team can develop a clear University or work plan to help it focus on the appropriate goals and objectives and think about how to best achieve those goals, teachers, students, and Employee morale describes the overall outlook, attitude, satisfaction, and confidence that teachers, students, and employees feel at work. They are positive about their work environment and believe that they can meet their most important career and vocational needs, employee morale is positive or high, Organizational climate is the result of a combination of elements that affect the way team members perceive their workplace. In a positive organizational climate, you and your colleagues may be more motivated, more productive, and enjoy better morale.

**The Research purpose:** A high-performing team is synergistic social entities that work toward the achievement of a common goal or goals short term and long term. They often exemplify a total commitment to the work at Erbil Polytechnic University. Team members do better work when their roles are clear. They know how to do their jobs and why they are doing them. Each member in colleges must understand and support the meaning and value of the team's mission and vision. Clarifying the purpose and tying it to each person's role and responsibilities enhance team potential, as does the inclusion of stretch goals that increase the challenge necessary to motivate team members.

**The Research Problems:** Lack of a high-performance work team, in Universities, as well as other theoretical issues of trust, conflict, and tension, and most importantly no long-term thinking, not going in the same direction has created a miss understanding of this vital concept.

**The Research Importance:** Creates barriers for improvement of a high-performance work team, Development, Strong moral, Positive organizational climate, in University strategy.

**The research Objectives:**

To express the influence in building the relationship between HPWT and Organization& Identification. To clarify the impact of Development and Strong moral on HPWT. To determine the correlation between HPWT and trust, conflict, and tension, not long-term thinking, not going in the same direction has created a miss understanding. To display that HPWT moderator by the Organization& Identification.

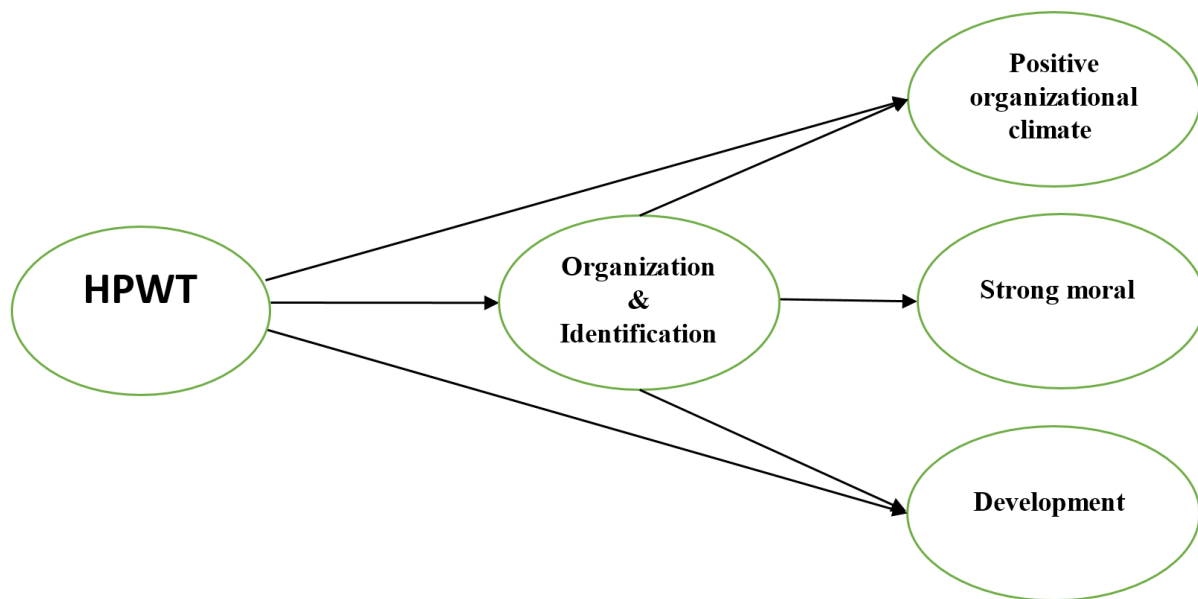
**The Research questions:**

(1). Does reconcile the relationship between HPWT and Development, Strong moral theories? (2) Does HPWT moderate by the Organization& Identification? (3). Does the Positive organizational climate contribute to HPWT? (4). what is the correlation between HPWT and trust, conflict, and tension? (5). Does HPWT have a direct impact on long-term thinking, going in the same direction not a misunderstanding?

**Research Model:**

The research model of a high-performance work team (HPWT), with the assistance of HR, a newly formed team can develop a clear University or work plan to help it focus on the appropriate goals and objectives in the present study. It represents its effects and the actual relationship with the teachers, students, and employees. From this perspective, a high-performance work team (HPWT), can play an important role in improving a Positive organizational climate, Strong moral, Development.

Most studies have found a largely positive relationship between high-performance work team (HPWT), and Positive organizational climate, Strong moral, Development, irrespective of the sector of the productivity measure used, of the unit of analysis, and in the high-performance practices team included. ((How High-Performance Work Team affects the organizational effectiveness, include Positive organizational climate, Strong moral, Development. This system improves organizational effectiveness, and studies Organization & Identification is the mediator of the High-Performance Work team, Positive organizational climate, Strong moral, Development relationship. A High-Performance Work team plays a significant role in Development, the right teachers, and employees with the right skills in the system encourage Development Organization & Identification in achieving tasks which leads to a mediator in the company there for it contributes to a more positive organizational climate, Strong moral in high-performance teamwork.)).



A relationship model demonstrates that HPWT will result in improved organization identification, which will be demonstrated by the results of development, strong moral, and positive organizational climate.

## Hypotheses

Hypotheses are adequate developed in order to investigate and examine the core research about the effect of high-performance work team and development, strong moral, and positive organizational climate in Erbil Polytechnic University the following are the hypotheses formed to observe and study the main aspects of the present research:

### *Hypothesis 1:*

- HPWT are positively relate to strong moral (*H1a*), Development (*H1b*), and positive organizational climate (*H1c*).

### *Hypothesis 2:*

- High performance work team (HPWT) are positively relate to organization identification.

### *Hypothesis 3:*

- Organization identification is affirmative relate to Development (*H3a*), strong moral (*H3b*), and positive organizational climate (*H3c*).

### *Hypothesis 4:*

- Development, strong moral, and positive organizational climate affirmative related to High performance work team (HPWT) (*H4a*), and organization identification (*H4b*).

## 2. Literature Review

### HPWT

The transition from hierarchical to more adaptive systems has seen an increased focus on teams and groups in organizations. The concept of 'team' refers to a group of individuals who are responsible for generating a production or who share a common purpose. The definition of high performing teams is described by Hackman (2002) as those that serve their customers well and become increasingly capable over time. Hackman (2002) also notes that people gain personal learning and satisfaction in a high performing team. Katzenbach and Smith (1993) suggest that high performing teams have a greater sense of mission, more ambitious goals, complementary expertise and fuller collective responsibility.

A single definition of teamwork is difficult to achieve. There are several concepts and researchers differ in terms of the meaning of teamwork in the areas of working conditions. A large range of opportunities such as quality groups, cross-functional teams, self-management teams, and virus can be described as the working organization that uses teamwork. Many employers offer different degrees of autonomy to their teamwork.

The type of teamwork depends on task specificity. According to the concept suggested by Hacker (see below), a distinctive characteristic of teamwork at the assembly line is successive work acts to assemble various parts of a product. On the other hand, where the aim is to enhance

the production process, community teamwork is far more about uncertainty communication and integrative work (O'Leary-Kelly, 1994). For the purposes of this analysis, teamwork is interpreted in a wider sense without drawing a distinction between teams and work groups; it thus includes the following definitions:

„ Team: ‘Groups of workers who have at least some collective tasks and where the team members are allowed to control mutually the execution of these collective tasks’ (Delarue, 2003);

„ Group work: ‘Group work is characterized by a common task requiring interdependent work and successive or integrative action’ (Hacker, 1998).

There are well-researched and recorded factors which contribute to a strong team. While many of the factors vary according to research design and focus, there are other factors that are more prevalent and consistently referred to in the literature. These results form a conceptual model of highly effective teams that can be based on interventions.

Nowadays businesses have the challenge of providing innovative quality goods and services rapidly and flexibly so that they can satisfy greater and changing consumer demands. Traditional organisations and teams are distinguished by standardization and specialisation, divided into different division, from the planning to the position support, in which staff are specialized in order to optimize efficiency. When a constant demand for standardized goods is applied, specialization, control and routine are necessary. But this technique does not seem to operate quite as well in the event of rapidly changing demand and can lead to problems of coordination and rigidity. Companies have therefore been looking for new ways of work (Delarue, 2004).

A high-performance workplace focuses on increasing the effect of people on the organization, procedures, practices, and the physical environment and on technology and instruments to improve its function (Burton et al, 2005). HPWT also implements a so-called holistic organisation, which ensures that low level workers are more involved in the decision-making, flat organizational systems, work rotation, self-responsible teams, multi-tasking and more. A high-performance job invests in its workers and promotes its technological and creativity capabilities and their social competences, thereby cultivating strong interpersonal ties in the workplace that the organization will also benefit from.

High performance teams will contribute to higher efficiency, improved quality and employees' attention on what companies can actually do. However, this team strategy has not yet been adopted by a number of organizations (Thompson 1998).

Work systems with high efficiency are designed to increase organizational performance through the enhancement of employee capacity, engagement and productivity. However there is no agreement on the nature and methods of these programs. The lack of structure can hinder the increase of awareness and the degree to which these systems are adopted by organisations (Richard and all, 2013).

The way social work is done shifts. Many HR companies have adopted a philosophy of distributed working, which essentially shifts the nature of conventional colleagues in an attempt to retain a competitive advantage.

## Moral

There are a host of interesting problems when you look at ethical actions and spiritual feelings from an organizational viewpoint. We approach organizations both as a mechanism of preserving or restoring a specific order as well as a particular form of social culture that puts moral demands on its members distinct from those of its own families, societies or nations. An organization defines a specific kind of social order as a phenomenon — one that is capable of characterizing the functioning of a long and short-term social union with the achievement of mutual goals and objectives while upholding broader social codes and values (Ahrne and Brunsson 2010). However most modern types of organization have a degree of administrative impersonality which affects the moral compass of their members. Our high focus on rules and outcomes can as Solomon (1993a) says, weaken the essence of our common moral judgments. In these situations spiritual feelings can be blunted or muted so that impersonal rules are more important than social and ethical values and standards in order to achieve organizational objectives. Thus Max Weber and his successors, who defines Fineman (1998) as emotionally anorexic, send us the view of organization.

## Positive organization climate

Over the decades, a number of broad studies on the organization environment have been produced and published. There are two definitions in the perceptive and informative organizational environment. McMurray (2003) noted the descriptive definition of the various elements of the organization such as method, structure and procedure is illustrated by employees' opinions and agreements. In its analysis of Brown and Brooks (2002), climate is described as the feeling in the air' and the environment perceived in its organisations' and this illustrates the principle of perception in organizational climate, which has an impact on individual perceptions. The organizational environment can be regarded as the employee's collective expectations, although they can still change (Dormeyer, 2003, Al-Shammari, 1992)

The atmosphere of an organisation, which has a direct effect on the members of the company, is affected by events and characteristics that are important to it. The organizational environment and the route by which people consistently respond to it. The organizational climate has, after some time, been able to bring out an organization's general psychological atmosphere and can then affect people's behaviour, achievement and motivation in a work environment (Lawler 1992).

The organisation's organizational climate is usually permanent in an institution that acknowledges it through different organisations: and (1) it characterizes members of their organisations' mutual expectations of measures such as self-sufficiency, trust, stability, creativity, acknowledgement, justness and support; (b) the solidarity of their members; and (c) complements them as a justification for this. The collective views of organization people and the environment are defined by Wallace, Hunt and Richards (1999) as the view of how an organization administers its individuals and conditions. The mutual understanding of the basic components of the organization is often seen as an organizational environment, according to West, Smith, Lu Feng, and Lawthom (1998). Gerber (2003) hypothesizes that the organizational environment reflects the common views and feelings of the organisation. McMurray (2003) refers to the organizational atmosphere as an emotional event which is conducive to employees' attitudes and their relationships with one another or externals.

## Organizational identification

The definition of corporate identity as a central factor of corporate psychology refers to the degree to which employees define themselves and feel the unity of beliefs, brand, process, etc. (Ashforth and Mael 1995; Haslam 2002). This refers to the extent to which employees identify with it as members of the company.

Much recent research has shown the significance to workers and organisations of organizational recognition. Research has shown that workers are more likely to be more pleased with their jobs when they connect with their company, participate more in corporate citizenship behavior such as expressing positive feedback or assisting colleagues, and are less likely to leave (Blader and Tyler, 2009; Dukerich et al., 2002; Van Dick and al., 2006).

Corporate identity the specific type of social identification is organizational identification. Lasswell (1965) coined Freud's limited definition as the 'emotional connection with another in a wider context, which centered mainly on mass identity such as nationalism. The term was eventually modified to be used to describe the entity (Patchen, 1970). Patchen's recognition theory consisted of three components: resemblance, membership and loyalty, which contributed to the creation of Cheney's (1983) OIQ. Tompkins and Cheney (1983, p. 144) notes that an organizational identifying individual arises when he or she finds the unit's principles or concerns important to determine alternatives of preference to one or more of his or her organizational positions. Following Patchen's (1970) conceptualisation, Cheney (1982) compiled his OIQ in order to quantify the following aspects, by means of items: I the sense of attachment and belonging to an organisation; (ii) loyalty to organization and support of the organisation's objectives; Nevertheless, new theoretical arguments have emerged since social identity theory has been introduced (Tajfel& Turner, 1986) and the self-classification theory (Turner et al., 1987), which defined the conceptualized social identity (CF. Ashforth+Mael, 89; VanKnippenberg, 2000; Van Dick, 2001). Therefore, there can be distinguished three dimensions of social identity: (1) the cognitive component which is the awareness of a certain group being a member; (2) the emotional aspect which an emotional link with the group exists and (3) an appraisal aspect which describes the meaning connotation that a group exists at its outside. Fourth component has been added by other researchers which shows the conduct

## 3. METHODOLOGIES

### 3.1 Population and Sampling

Current research populations were considered as the universities identified in the rank of the EPU by the Kurdistan Higher Education Commission (KRG). The explanation that only EPU universities ranked was targeted was because these universities had higher research requirements of their professors. According to the Kurdistan Higher Education Commission, EPU is the highest class awarded to Kurdistan Universities, to obtain the data collection consent, we contacted the administration of these universities. The data have been collected through convenience sampling with the consent of the university administration and faculty members. The reason why the sampling method was chosen was to make sure that the respondents were free when necessary. The sample dimensions were calculated by taking into account the number of items in the questionnaire, as they proposed that the sample dimensions be determined.

Questionnaire included 17 items were used to collect data, 129 participants responded to the questionnaire. Data was collected using a five-point Likert scale, where 1= Strongly Disagree and 5= Strongly Agree. Hypotheses were tested and analyzed statistically using SPSS software.

### 3.2 The Study Demographic Variables

The samples demographic data in the study were collected to provide a reliable demonstration of the sample in this study. So, the below demographic data was collecting age, gender, and level of Education as revealed in a table below.

Table 1: Demographic variables (n=129)

		Count	%
Age	18-25	3	2.3%
	26-45	126	97.7%
	>45	0	0.0%
Gender	Male	83	64.3%
	Female	46	35.7%
Level of Education	Institute	3	2.3%
	BSc	22	17.1%
	MSc	72	55.8%
	PhD	32	24.8%

As indicated in the table (1) the male who participated in the survey constituted 64.3% or (83) individuals of the sample compared to 35.7% or (189) female.

The frequency of participant's ages, 97.7% or (126) individuals aged between 26-45 years, while 2.3% or (3) individuals aged between 18-25 years; as given in table below the frequency of participates linking to their level of Education it was obtaining that of the complete survey who contributed: 55.8 %, or (72) are MSc owners; 24.8 %, or (32) are PhD owners; 17.1 %, or (22) are BSc owners.

### 3.2 Descriptive statistics for Variables

In this section, the studied variables are described by topic (Understanding High-Performance Work Team (HPWT) Models).

The frequency distribution and percentages of the respondents' answers were used for each items separately, and the mean, standard deviation of the answers, and the Rate of agreement were found.



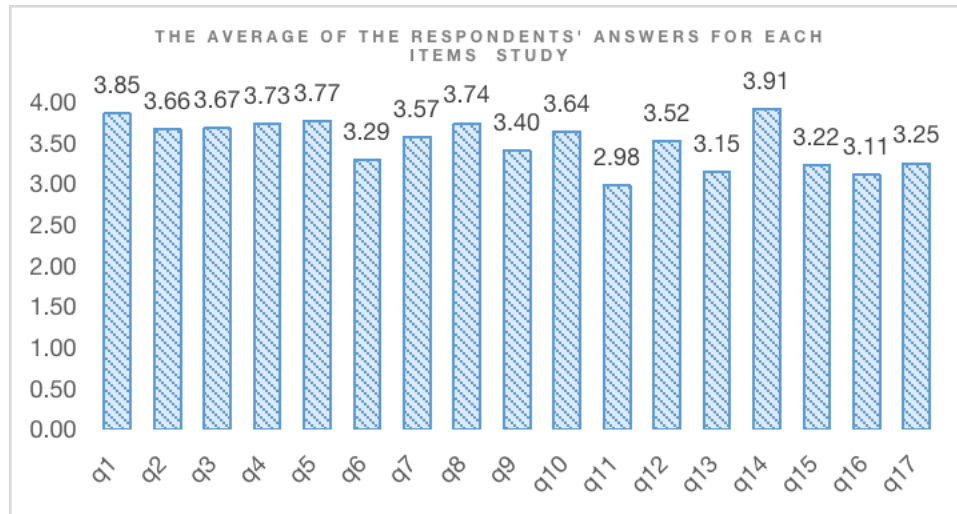
**Table2: frequency table and (Mean,SD,Rate of Agreement) for all items in study**

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD	%Agreement
	Count	%	Count	%	Count	%	Count	%	Count	%			
q1	4	3.1%	5	3.9%	18	14.0%	81	62.8%	21	16.3%	3.85	0.85	77.05%
q2	3	2.3%	13	10.1%	24	18.6%	74	57.4%	15	11.6%	3.66	0.90	73.18%
q3	5	3.9%	9	7.0%	27	20.9%	70	54.3%	18	14.0%	3.67	0.94	73.49%
q4	3	2.3%	14	10.9%	20	15.5%	70	54.3%	22	17.1%	3.73	0.95	74.57%
q5	7	5.4%	9	7.0%	14	10.9%	76	58.9%	23	17.8%	3.77	1.00	75.35%
q6	9	7.0%	25	19.4%	24	18.6%	61	47.3%	10	7.8%	3.29	1.09	65.89%
q7	3	2.3%	18	14.0%	26	20.2%	67	51.9%	15	11.6%	3.57	0.95	71.32%
q8	1	0.8%	17	13.2%	26	20.2%	56	43.4%	29	22.5%	3.74	0.98	74.73%
q9	7	5.4%	25	19.4%	25	19.4%	53	41.1%	19	14.7%	3.40	1.12	68.06%
q10	8	6.2%	6	4.7%	27	20.9%	72	55.8%	16	12.4%	3.64	0.98	72.71%
q11	12	9.3%	35	27.1%	34	26.4%	40	31.0%	8	6.2%	2.98	1.10	59.53%
q12	4	3.1%	19	14.7%	27	20.9%	64	49.6%	15	11.6%	3.52	0.99	70.39%
q13	7	5.4%	24	18.6%	47	36.4%	45	34.9%	6	4.7%	3.15	0.96	62.95%
q14	2	1.6%	9	7.0%	10	7.8%	85	65.9%	23	17.8%	3.91	0.82	78.29%
q15	4	3.1%	21	16.3%	52	40.3%	46	35.7%	6	4.7%	3.22	0.89	64.50%
q16	8	6.2%	34	26.4%	29	22.5%	52	40.3%	6	4.7%	3.11	1.05	62.17%
q17	14	10.9%	17	13.2%	33	25.6%	53	41.1%	12	9.3%	3.25	1.14	64.96%
Total											3.50	0.98	69.95%

$$\text{Rate of agreement} = \frac{\text{Mean}}{5(\text{likert scale})} * 100$$

The table (2) contain frequency table with(mean ,SD, Rate of Agreement), we note that all the answers to the questionnaire questions ranged from the number one (Strongly Disagree) and number five (Strongly Agree), the (q14: I receive feedback on how to improve my performance) has a higher average agreement reached (3.91)( Rate of Agreement =78.29%) and level (Agree) with (SD=0.82), followed by the (q1: Team members express disagreements constructively) with an average agreement reached (3.85)( Rate of Agreement =77.05%) and level (Agree) with (SD=0.85), while the (q11: Employees involved in decision making) is in ranked last with an average agreement of (2.98) ( Rate of Agreement =59.53%) and level (Neutral), The following figure illustrates this.

In general, we notice that the general average reached (3.5), with a standard deviation equal to (0.98), agreement rate of (69.95%), and level (Agree).



### 3.3-The Reliability

The scale reliability means that data or records from an instrument of data collection are continuous and dependable. Thus, the values must be close the comparable when researchers used the scale method many times to the same survey providers. However, it is essential that the survey method applied for data collection would deliver reliable data that would yield exact and constant results after examining.

Accordingly, the Cronbach's Alpha ( $\alpha$ ) values for all variable (q1 to q17) from (Understanding High-Performance Work Team (HPWT) Models) the results indicated a high level of reliability in the entire set of items the total value loads ( $0.859 > 0.60$ ). Consequently, the scale method applied for data collection could restrain highly reliable, as revealed in a table below (3).

**Table3: Reliability Statistics (all items)**

#### Reliability Statistics

Cronbach's Alpha	N of Items
0.859	17

### 3.4-The Study Hypotheses

The study hypotheses are tested to identify the correlation and influence between the main and sub variables, and the validity of the assumptions will be verified through the use of a number of statistical tools and methods that have been chosen to conduct the analysis on the study variables, and this topic includes

- 1-Correlation Analysis between the study variables.
- 2-Regression analysis between the study variables.

This study effort to examining the following hypotheses base on the study problem and its purpose:

**H<sub>1</sub>: There is a positive relationship between the (HPWT) and dimension of (Employee Productivity).**

- H1.1: There is a positive relationship between (HPWT) and Organization Identification.
- H1.2: There is a positive relationship between (HPWT) and Organizational Climate.
- H1.3: There is a positive relationship between (HPWT) Strong moral.
- H1.4: There is a positive relationship between (HPWT) and Development.

**H<sub>2</sub>: There is a significant impact of the (HPWT) on dimension of (Employee Productivity).**

- H2.1: There is a significant impact of (HPWT) on Organization Identification.
- H2.2: There is a significant impact of (HPWT) on Organizational Climate.
- H2.3: There is a significant impact of (HPWT) on Strong moral.
- H2.4: There is a significant impact of (HPWT) on Development.

### 1-Correlation Analysis

In order to give detailed indicators between each dimension of the (Employee Productivity) and its relationship to the (HPWT) according to the sub-hypotheses stemming from the first main hypothesis, the correlation between each dimension and (HPWT) were analyzed separately, and this shows the data of Table (4) coefficients of correlation Between the dimensions of the (Employee Productivity) (Organization Identification ,Organizational Climate, Strong moral, ,Development) as independent variables and the (HPWT) as being dependent variables, It indicates the existence of positive and high significant correlations between all the

four dimensions of (Employee Productivity) above with the (HPWT), as the correlation coefficient was respectively as follows (0.397\*\*, 0.567\*\*, 0.417\*\*, 0.390\*\*), which are all positive and moral correlations. It is high because the probability value of all dimensions is equal to (p-value = 0.000) and it is less than the permissible level of significance ( $\alpha = 0.05$ ) as shown in Table (4). Thus, the first, second, third, fourth, hypotheses emanating from the hypothesis are accepted.

**Table4: Correlation Analysis between dimensions**

Correlations <sup>b</sup>

		HPWT	Organization Identification	Organizational Climate	Strong moral	Development
<b>HPWT</b>	Pearson Correlation Sig. (2-tailed)	1				
<b>Organization Identification</b>	Pearson Correlation Sig. (2-tailed)	<b>0.397**</b>	1			
<b>Organizational Climate</b>	Pearson Correlation Sig. (2-tailed)	<b>0.567**</b>	<b>0.582**</b>	1		
<b>Strong moral</b>	Pearson Correlation Sig. (2-tailed)	<b>0.417**</b>	<b>0.488**</b>	<b>0.384**</b>	1	
<b>Development</b>	Pearson Correlation Sig. (2-tailed)	<b>0.390**</b>	<b>0.650**</b>	<b>0.546**</b>	<b>0.503**</b>	1

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

b. Listwise N=129

## 2-Regression analysis

Table 5 shows the regression analysis results, where t value shows the acceptance region of the null hypothesis., the p value can be used to test the acceptance of the null hypothesis and where the p value is less than 0.05 then we reject the null hypothesis otherwise we accept it. The B column will be used to show the nature of the relationship and if it has a positive sign then there is a positive relationship if negative then there is a negative relationship.

A simple regression model linked the independent variable to the dependent variable as follows;

$$Y = \beta_0 + \beta_1 X_1 + e_i$$

Where; Y = HPWT

X<sub>1</sub> = Organization Identification.

And so for all the other three independent variables

As showed in a table (5) (Regression analysis) a simple linear regression analysis tested to examine the impact of the different factors affecting on (HPWT).

The first model is given in the table below the coefficient of determination R-Square (R<sup>2</sup>-adj) is (15.7%) which demonstrates that the variation explained dependent variable (HPWT) due to Independent variable (Organization Identification).

However, the table (5) reports F-test of significance where F (23.700) justifies that a significant (p < 0.000) appropriateness of the proposed model, thus, the model has it been statistical significance in estimating how the (Organization Identification) affecting impact on (HPWT).

The resultant regression models were:

$$Y = 2.131 + 0.445 X_1$$

$$Y = 2.008 + 0.515 X_2$$

$$Y = 1.566 + 0.627 X_3$$

$$Y = 2.780 + 0.299 X_4$$

From the study there was a positive significant relationships and effects between (Organization Identification, Organizational Climate, Strong moral, Development) and (HPWT) ( $\beta = 0.445$ ,  $t = 4.868$ ,  $p\text{-value} \leq 0.000$ ), ( $\beta = 0.515$ ,  $t = 7.755$ ,  $p\text{-value} \leq 0.000$ ), ( $\beta = 0.627$ ,  $t = 5.165$ ,  $p\text{-value} \leq 0.000$ ), ( $\beta = 0.299$ ,  $t = 4.768$ ,  $p\text{-value} \leq 0.000$ ), This implies that a unit increase in (Organization Identification, Organizational Climate, Strong moral, Development) the chances of (HPWT) by (0.445, 0.515, 0.627, 0.299) respectively units while holding other factors constant.

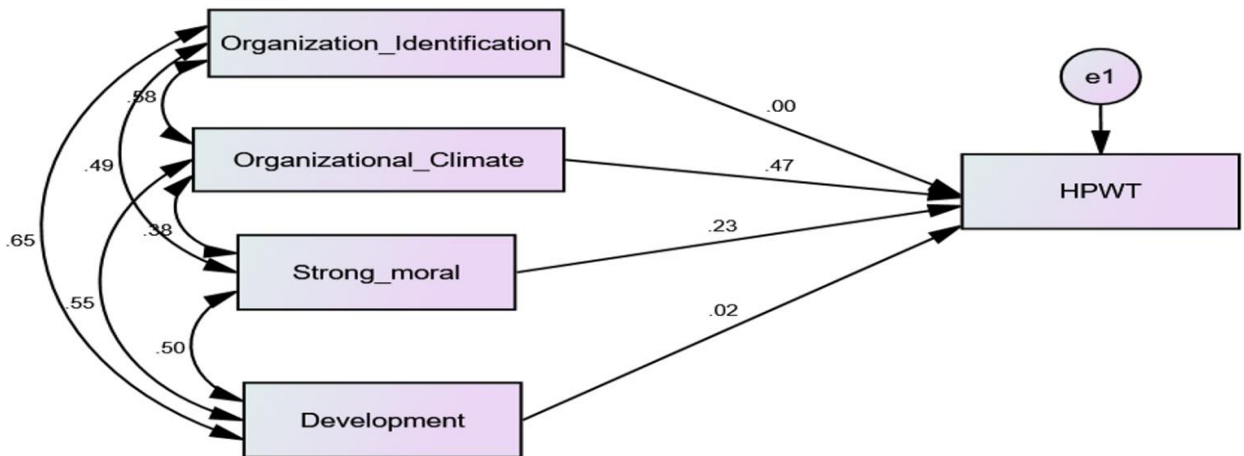
It can be explained by the value of the constant of the all model that if the impact of other factors is equal to zero then the HPWT equal to (2.131, 2.008, 1.566, and 2.780).

**Table 5: Simple Linear Regression Analysis**

Dependent Var. Independent Var.	HPWT			
	Constant	$\beta$	F	R <sup>2</sup>
Organization Identification	2.131	0.445	23.700	15.7%
	t(6.386) P (0.000)**	t(4.868) P (0.000)**	P (0.000)**	
Organizational Climate	2.008	0.515	60.132	32.1%
	t(8.792) P (0.000)**	t(7.755) P (0.000)**	P (0.000)**	
Strong moral	1.566	0.627	26.676	17.4%
	t(3.703) P (0.000)**	t(5.165) P (0.000)**	P (0.000)**	
Development	2.780	0.299	22.734	15.2%
	t(13.362) P (0.000)**	t(4.768) P (0.000)**	P (0.000)**	

**\*\*H. Significant at level (p<0.01)**

### Multiple Regression using AMOS program



**Regression Weights: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P
HPWT	<---	Organization Identification	.000	.114	.001	.999
HPWT	<---	Organizational Climate	.427	.082	5.211	***
HPWT	<---	Strong moral	.341	.126	2.694	.007
HPWT	<---	Development	.015	.076	.195	.845

**Standardized Regression Weights: (Group number 1 - Default model)**

			Estimate
HPWT	<---	Organization Identification	.000
HPWT	<---	Organizational Climate	.469
HPWT	<---	Strong moral	.227
HPWT	<---	Development	.019

**Correlations: (Group number 1 - Default model)**

			Estimate
Strong moral	<-->	Development	.503
Organizational Climate	<-->	Development	.546
Organization Identification	<-->	Development	.650
Organizational Climate	<-->	Strong moral	.384
Organization Identification	<-->	Strong moral	.488
Organization Identification	<-->	Organizational Climate	.582

**Multiple Regression Analysis****Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.607 <sup>a</sup>	.368	.348		.60267	2.197

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.216	4	6.554	18.045	.000 <sup>b</sup>

Residual	45.038	124	.363		
Total	71.254	128			

a. Dependent Variable: HPWT

b. Predictors: (Constant), Development, Strong moral, Organizational Climate, Organization Identification

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.081	.408		2.651	.009		
	Organization Identification	8.274E-5	.115	.000	.001	.999	.482	2.075
	Organizational Climate	.427	.083	.469	5.129	.000	.609	1.642
	Strong moral	.341	.128	.227	2.652	.009	.698	1.432
	Development	.015	.077	.019	.192	.848	.500	1.998

a. Dependent Variable: HPWT

#### 4. Future research

The research builds on the descriptive analysis and the evaluation of ongoing scholarly literature in the high-performance team to gain the influence of human resources management (HPWT). The article is thus analytical in nature and is used as the investigatory tool to justify the active involvement of Human Resources Management in the Working Team and its effect on the Organization & Identification and Positive Organizational Environment.

The high-performance work team is explained in the article (HPWT). Does significantly relate to organizational performance; thus, they play a significant role in a favorable organizational setting. The analysis revealed the high-level team (HPWT). Maximize the productivity of existing capital to play an essential role in organization & identification, growth and a good moral and optimistic organizational environment.



## 5. Conclusion

The Higher Performance Work Team (HPWT), Organisation & Identification, a positive organizational environment, and employee performance make a critical part of managing human resources. Human resources management is critical for growth, high morale and positive satisfaction of the organizational environment, and development of decision-making and problem-solving skills. Research indicates that HPWT has a strong effect on making the organization's environment more beneficial. In addition, much of the literature discusses the important aspects of the high-performance team in achieving the goal of the organization and identification and the growth of the work team, the strong moral and positive organizational environment, by providing preparation and incentives that improve the high-quality morality that is essential to the success of the positive organizational climate.

The HRM practice is helpful in the high-performance HPWT and positive organizational climate development. University managers must have a specific strategic plan and goals for improving employee quality governance in the context of (EPU) identification through the correct implementation of the Department of Human Resources.

## 6. Recommendations

The author concludes following suggestions on further enhancing the organization, identification, and positive Organizational environment based on the published literature covering HRM in the High-Performance Work Team (HPWT):

- Application to enhance organizational efficiency and a favorable organizational environment of a business plan to human resources management.
- Growth, high standards of morals, incentive, and employee motivation program.
- Management must include its workers in making decisions to inspire and give them more trust. High-performance Work Team feedback. Strong moral and supportive organizational environment for continuous training and growth to improve employee success in delivering quality service.

Develop a high-performance assessment team structure to identify strength and deficiency areas. Design a stable and secure atmosphere that promotes positive actions and attitudes to build more effective professionals. Develop an open strategy to enhance contact between management and staff in order to strengthen shortcomings.

The concerns and suggestions articulated in many areas of the study suggest that these requirements must be treated in a precise way to promote an effective, effective institutional work culture for any organization & identification.

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