

The impact of HPWS on Job satisfaction in Serve Employees, and Higher Productivity at Polytechnic Universities/KRI

Prepared by:

Shayan Shwan Mohammed-Amin

Email: shayanshwan1997@gmail.com

Supervised by:

Dr.Shirzad Mohammed Mahdi

Email: sourchi73@gmail.com

**Department of Business Management Techniques, Erbil Technical Administration College,
Erbil Polytechnic University, Erbil, Iraq**

ABSTRACT

Aim & Background: The high-performance work system (HPWS) is a crucial tool for modern managers. Although its implementation at Polytechnic Universities/KRI has yet to provide definitive results, early data suggests that it might have positive effects on organizational structures and employee morale. This research looks at the causes and connections between high-performance work systems (HPWS) and contentment in the workplace, specifically focusing on the part played by organizational structure and the quality of service provided to employees.

Methods: Polytechnic university specialists were contacted, Distribution of 190 forms to teachers of polytechnic universities out of a total 107 forms was returned, and we provide the survey to all involved parties by Google Forms, personal delivery, and electronic mail. Almost two-thirds (64.49%) of the population took part, with men making up the bulk. Most of the academics were men, as shown by a much higher participation percentage (65.89%) among males than females (35.51 %). The majority of the surveyed institutions reported that their participating faculty members had a master's degree, with 73.83 percent, and that 26.14 percent of respondents held a doctorate, indicating that the majority of the participating faculty members held a doctorate.

Results: Our research indicates that there is a positive and substantial relationship between HPWS, and that the greatest agreement on the respectively, where respectively refers to plans and rivalry between institutions, would lead to enhanced educator effectiveness.

Research limitations: Due to the specific nature of the study setting (Polytechnic Universities), the results should be interpreted with caution. These results may be expanded in future research by being applied to other social settings.

Keywords: High Performance Work System, Organization Structures, Job satisfaction, Serve Employees, Higher Productivity.

1. INTRODUCTION

Human resource management (HRM) at Polytechnic Universities/KRI is the process, designed to teach students how to effectively manage their staff. In its capacity as a not-for-profit educational institution, Polytechnic Universities are a scientific and governmental school dedicated to training technically skilled individuals to satisfy the demands of society. A high-performance work system at Polytechnic Universities relates to job happiness, goal-oriented service staff, increased productivity, and consistently superior outcomes. As part of the study into strategic HR management and top-notch HR management practices, great focus has been put on HPWS (high-performance work systems) or highly efficient work practices. When employees feel confident in their talents, they are more likely to be productive, which is the reverse of the influence of organizational rivalry on employee happiness, job satisfaction, and service employees.

A prior study has shown that HPWS is the cause of extreme stress for its workers, no matter what function or potential they have at the university. However, despite its emphasis on job security, its insistence on control over ideas, and its attempts to shape employees, HPWS is seen as a psychological stressor or as having the potential to influence the level of stress experienced at work. HPWS, instructors, and students should reflect on the best ways to attain these objectives. An employee's general view, attitude, contentment, and confidence at work are all referred to as "employee morale". Employees have a favourable outlook on their work environment and think that they can reach their most significant professional and vocational goals, resulting in an overall positive or high organizational climate.

1.1 The Research Purpose

The main purpose of this study is to find the satisfaction level of the employees of the High-Performance Work System and to suggest measures that might help the organization structures in improving the job satisfaction level among the employees, serve Employees, and Higher Productivity, at Polytechnic Universities.

1.2 Research Problem

There are various factors that affect job satisfaction, they can be classified mainly under two heads, High-performance work system, and higher productivity is still unknown at Polytechnic Universities. Moreover, interpersonal inquiries remain a problem element of HRM in this area of HPWS. Regardless of the studies on Erbil Polytechnic University unexpected organizational structures and their impact on job satisfaction, and employee service, of qualified employees is higher.

1.3 Research Significant

As outlined in the important statement, the High-Performance Work System works in concert with many departments to create and implement organizational initiatives for quality and performance management, such as environmental perquisites, job content, workload,

occupational level, supervision, workgroup, and relationship with colleagues, work sharing, Transfer policies, performance appraisal system, Training and development policies, recognition and award policies are the most significant factors that affect job satisfaction.

1.4 Research Questions

- (1). Does reconcile the relationship between High - Performance Work System and Job satisfaction theories?
- (2). Does High Performance work systems have a straight impact on Serve Employees, Higher Productivity?
- (3). what is the correlation between Job satisfaction and High Performance work system, such as organization structures?

1.5 Research Objectives

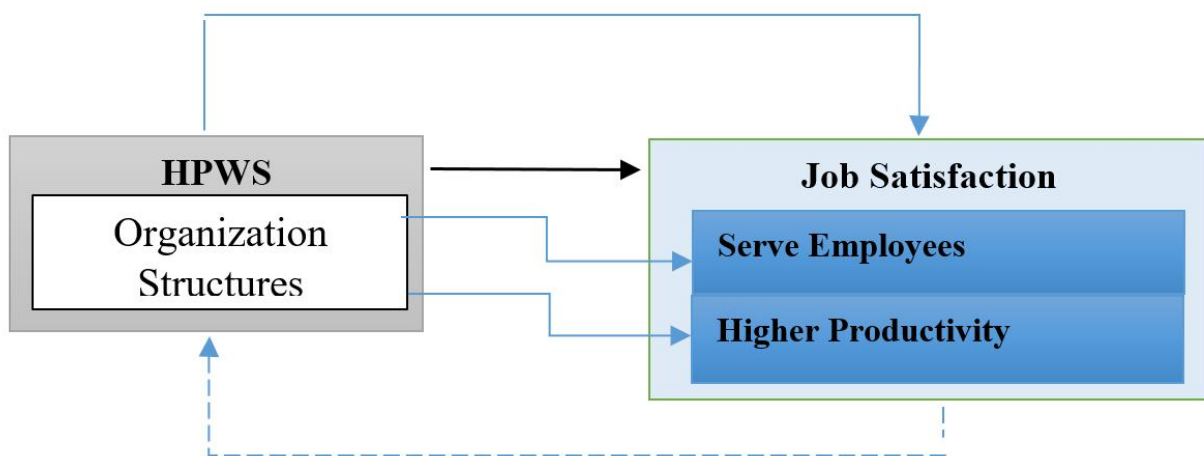
To expressing power in building a relationship between High-Performance Work systems and Job satisfaction, dimensional conception. To clarify the impact of the High Performance work systems have a straight impact on serve employees, higher productivity. To determine the correlation between Job satisfaction and High Performance work system, such as organization structures.

1.6 Research Model

There are several studies that examine how HPWS, organization structures, and unforeseen employee needs affect work satisfaction and job satisfaction. As a result, it will be of greater benefit to the staff, maintaining skilled employees, thereby leading to a rise in Productivity.

High-performance work systems are linked to employees' job happiness.

Figure 1: Research Model



HPWS, Organization Structures, Job Satisfaction, Serve Employees, Higher Productivity.

Another favorable association revealed in the research is a link between work satisfaction, service employees, and keeping highly skilled personnel.

This service, determined, aims to manage university competitiveness while also providing high-performance work processes and results.

1.7 Hypotheses

Utilizing results from core research on the impact of HPWS, Organizational Structures, and unanticipated Job Satisfaction on the PU/KRI, hypotheses are ready to be evaluated. The hypotheses have been formulated to investigate and study the current research's main issues:

***Hypothesis 1:** HPWS, Organization Structures, is positive relationship with Job Satisfaction such as Serve Employees, Higher Productivity.*

***Hypothesis 2:** Job Satisfaction, Serve Employees, Higher Productivity, is positive relationship with HPWS, and Organization Structures.*

***Hypothesis 3:** The Organization Structures), and consequently are positively related to Serve Employees, and Higher Productivity.*

2. LITERATURE REVIEW

A high-performance work system is a collection of human resource strategies that maximize employee knowledge, skills, ability, and dedication to achieving objectives. A high-performance work system is a method that uses participatory form work to improve employees' skills and efforts (Jyoti and Dev, 2016:118). Selective personnel, comprehensive training and development supervision, performance management, and incentives are all part of a high-performance work environment (Fu and Flood et al, 2015). HPWS can also be used to influence employee attitudes and behaviours by creating supportive working environments at the individual level (Zhu et al, 2018:5). HPWS is a set of HR policies, work structure, and processes that enable people to maximize their knowledge, skills, commitment, and flexibility. HPWS does not fall into the category of systems of action that can be brought to companies through organizational rules since it is a continuous process rather than a stable state that assures long-term success. It's more of a constant development of a work models, often going through a succession of developmental stages is required. One of the responsibilities is personnel policy selection, staff development, and talent management in accordance with the development process's criteria. As a result, the company creating the HPWS must first determine what personnel they require before determining effective ways of staff selection and development (Maślanka-Wieczorek, 2014:105).

2.1 Organization Structures

The structure of an organization's relationships with the jobs, processes, individuals, and groups working to accomplish the objectives is known as its organizational structure. An organization's structure is a collection of procedures for allocating tasks to specific functions and organizing

those, (Ahmady et al, 2016:456). Organizational structure has an impact on how companies act through at least two different mechanisms. First, structure can have an impact on company-wide performance indicators like profitability or the rate at which innovations that boost productivity are adopted. These performance traits in turn affect behavior either because they are factored into management plans and calculations or because competitive selection pressures affect companies differently depending on how well they perform. Second, the functioning units or personnel that make up the company may be impacted by the firm's organizational structure. The internal communication and connectivity patterns of the company may also dynamically shift in response to changes in the economic or social environment (DeCanio et al, 2000:1).

2.2 Job Satisfaction

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

2.2.1 Serve Employees

Service has become extremely relevant in practically all commercial interactions during the previous decade. Because service is becoming more important, companies are beginning to hire and train people who have duties for both internal (e.g., managers) and external (e.g., customers) stakeholders (Agnihotri et al, 2014:164). A physical location in which a marketplace exchange is performed, provided, and consumed within a service organization is referred to as a "service scape." In addition, a service scape is made up of three different forms of objective, physical, and measureable inputs. These inputs are described as organizationally controllable, capable of enhancing or constraining employee and customer approach/avoidance decisions, as well as facilitating or hindering employee/customer social contact. There are three environmental stimuli dimensions: 1) the environment; 2) the design and functionality of the place; and 3) signs, symbols, and objects. Although all service settings, including physical and virtual servicescapes, cyberscapes, shipscapes, sportscapes, and experience rooms, contain objective, organizationally controllable stimuli that influence people collectively, they also contain subjective, hard to measure objectively, and organizationally uncontrollable stimuli that influence consumers' and

employee approach and social interaction decisions in different ways (Rosenbaum and Massiah, 2011:471-472).

2.2.2 Higher Productivity

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

3. METHODOLOGY

To analyze the hypothesis of this research, the researcher has determined a clear style. Researcher distributes the questionnaire to experts from teachers at Polytechnic Universities, and we will make the survey available to the parties through Google Form, hand-to-hand, and e-mail. To design an item, use the following procedure: Write five Likert-scale questions on 5-point scales, and give the participants five options. They provide multiple options for answers so they can indicate the amount of agreement or disagreement they have with the questions. There are five alternatives to choose from to answer the questions. The first one is “Strongly Agree”; the second is “Agree”; the third is “Neutral”; the fourth is “Disagree”; and the last one is “Strongly Disagree”.

The statistical analysis program will be using by SPSS version 21 to do the analysis of the data. Descriptive statistics, such as correlation and regression, were carried out using the SPSS software.

In this study the researcher focused on survey questionnaire and interview questionnaire in the Polytechnic Universities in (Erbil, Duhok, Sulaymaniyah) in KRG /I. Also, the total number of survey questionnaire consisted of (50) questions. The size of the survey sample was only distributed on (190) teachers, (107) participants were collected to the determine the teachers understanding of the concept of High-Performance work system on Job Satisfaction in Dynamic Environment: A Case Study in Polytechnic Universities -Kurdistan region after that analysis in SSPS method gets complete data

4. Results

4.1 Distribution of the respondents according to (sex):

It is evident from Table (1), which shows the distribution of the sample members of the faculty members in the surveyed universities from which the data were taken, according to gender, as it

was found that the highest percentage of individuals were males, with the participation rate (64.49%). Compared to females, with a participation rate of (35.51%) This means that most of the professors were males.

Table (1): Distribution of individuals sample according to the gender

<i>Gender</i>	<i>Frequency</i>	<i>Percent</i>
<i>FEMALE</i>	<i>38</i>	<i>35.51%</i>
<i>MALE</i>	<i>69</i>	<i>64.49%</i>
<i>Total</i>	<i>107</i>	<i>100%</i>

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

4.2 Distribution of the surveyed individuals according to academic qualification:

Table (2), which shows the distribution of respondents according to academic qualification, was relied upon. It was found that most of the respondents had their academic achievement (MASTER) with a percentage of (73.83%) of participation, and it came in the first place of importance, and teachers who have the achievement came in second place academic studies (PHD) by (26.14%), which mean that the majority of the participating faculty members were holders of a master's degree, according to the universities surveyed.

Table (2): Distribution of individuals sample according to the educational qualification

<i>qualification educational</i>	<i>Frequency</i>	<i>Percent</i>
<i>MASTER</i>	<i>79</i>	<i>73.83%</i>
<i>PHD</i>	<i>28</i>	<i>26.17%</i>
<i>Total</i>	<i>107</i>	<i>100%</i>

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

4.3 Description of the High-Performance Work System (HPWS) variable:

Description of the dimension of the organizational structure:

Through Table (3), which represents the responses of the sample members towards the statements (HPWS1.1- HPWS 1.5), which are related to describing the respondents' opinions towards the dimension, Organizational Structure, which tend to agree, as the percentages, according to the statements as a whole, indicate that (75.70%) of The respondents agreed on the contents of these statements, compared to a percentage (13.46%) who did not agree with the content of the statements of this dimension. The percentage of neutrals reached (10.84%), and

the percentage of agreement reached (77.61%), and this came with mean (3.88) and a standard deviation 0.57, and this represents a preliminary result on the availability of indicators after Organizational Structure among the sample of the respondents. According to the terms, we find that the highest agreement is for the expression (HPWS1.2), which amounted to (83.93%), with mean and standard deviation of (4.20) and (0.85) on the respectively, which refers to the plans and competition between universities will improve the performance of teachers. While the lowest agreement is for the phrase (HPWS1.1), which amounted to (62.99%), with mean and standard deviation of (3.15) and (1.04).

Table (3): description of organizational structure paragraphs

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

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

4.4 Job Satisfaction Variable Description

Employee Service Dimension Description

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

with mean and standard deviation of (4.09) and (0.96), respectively, which indicates a teacher's policies and services vary for another, and not all teachers can solve complex problems. While the lowest agreement at the phrase level is for the statement (JS1.5), which amounted to (62.06%) With mean and standard deviation of (3.10) and (1.24), respectively, this tends to be accepted with a weak percentage, meaning that the opinions tend to be favorable.

Table (4): description of employee service items

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

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

4.5 Productivity Increasing Dimension Description

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

statement (JS2.5), which amounted to (55.89%) and with mean and standard deviation of (2.79) and (1.29), respectively, which tend to not accept, meaning that the opinions tend towards disapproval of the concerned statement, which refers to universities, efforts are being made to provide new technology and modern devices for student.

Table (5): description of Higher Productivity items

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

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

4.5 Correlation Analysis

4.6

The data in Table (6), which represent the values of the correlation coefficients and their level of significance between the dimensions of the Job Satisfaction variable and the High-Performance Work System. With Employee Service and Higher Productivity between the variables of High Performance Work System, if the values of the correlation coefficients were (0.602**), (0.619**) and respectively. And it was statistically significant at a significant level (0.05), and this indicates that the higher the levels of the Job Satisfaction dimension.

It was also found that there was a positive significant correlation between the dimensions of the Job Satisfaction variables, as the values of the correlation coefficient and it was statistically significant at a significant level (0.05).

Table (6): The correlation coefficient values between the dimensions of the variable (JS) with the (HPWS)

<i>Dimension of Job Satisfaction</i>		<i>HIGH PERFORMANCE WORK SYSTEM</i>
<i>Serve Employee</i>	<i>Pearson Correlation</i>	<i>0.602**</i>
	<i>Sig.</i>	<i>0.000</i>
<i>Higher Productivity</i>	<i>Pearson Correlation</i>	<i>0.619**</i>
	<i>Sig.</i>	<i>0.000</i>
	<i>Sig.</i>	<i>0.000</i>

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

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

5. Recommendation

Management's statements that they have received many employee surveys submitted to the Universities for completion posed the most difficulty to recruiting students from Polytechnic Universities to take part in the surveys. Therefore, more surveys weren't implemented since they were deemed superfluous, cumbersome, and expensive in terms of money and time workers typically spend outside of work doing questionnaires. This is despite the researcher's best attempts to persuade the Polytechnic Universities that their participation in the surveys would prove to be advantageous to the institutions.

5.1 Future research

Future research should concentrate and look at the factors that Organization Structures, Job Satisfaction especially after the implementation of the high-performance work systems in the organization or workplace.

5.2 The limitation

The limitation of our study is that the study was cross-sectional in nature and therefore the results or findings of our study can be useful at that particular time and therefore cannot be replicated.

Hence we were not able to find out the causal direction from the high-performance work systems, Organization Structures, Job Satisfaction, Serve Employees, and Higher Productivity in the workplace.

6. Conclusion

High-performance work systems (HPWS) in human resources are built on a diverse pool of applicants, a careful screening procedure, and competitive pay with generous incentives, savvy

business management, widespread employee input, and intensive instruction. The process of KRI at Polytechnic Universities is meant to educate students on how to efficiently manage their employees, which, taken as a whole, is likely to create a continual competitive edge, enhance organizational performance, and increase employee productivity. As a public institution of higher learning funded by the government and the scientific community, polytechnic universities provide students with the scientific and technical skills they need to meet the needs of modern society. Interaction effects were found between organizational structure, job satisfaction, and service to workers, and productivity, with employees' age, length of service, and years of experience serving as controls. These findings highlight the importance of organizational structures in establishing causal links between service to employees and increased productivity. Additionally, the findings show the values of the correlation coefficients and their degree of significance between the Job Satisfaction variable's dimensions and the High-Performance Work System. The values of the correlation coefficient it was statistically significant, indicating that the higher the levels of the Job Satisfaction variable, the stronger the relationship between Employee Service and Higher Productivity between the variables of High-Performance Work System.

REFERENCE

1. Jyoti, J. and Dev, M., 2016. Perceived high-performance work system and employee performance: role of self-efficacy and learning orientation. *Metamorphosis*, 15(2), pp.115-133.
2. Fu, N., Flood, P.C., Bosak, J., Morris, T. and O'Regan, P., 2015. How do high performance work systems influence organizational innovation in professional service firms? *Employee Relations*.
3. Zhu, C., Liu, A. and Chen, G., 2018. High performance work systems and corporate performance: the influence of entrepreneurial orientation and organizational learning. *Frontiers of Business Research in China*, 12(1), pp.1-22.
4. Maślanka-Wieczorek, B., 2014. Talent management and high-performance work system. *Journal of International Studies*, 7(1), pp.102-108.
5. Harley, B., Sargent, L. and Allen, B., 2010. Employee responses to 'high performance work system' practices: an empirical test of the disciplined worker thesis. *Work, Employment and Society*, 24(4), pp.740-760.
6. Zacharatos, A., Barling, J. and Iverson, R.D., 2005. High-performance work systems and occupational safety. *Journal of applied psychology*, 90(1), p.77.
7. Ahmady, G.A., Mehrpour, M. and Nikooravesh, A., 2016. Organizational structure. *Procedia-Social and Behavioral Sciences*, 230, pp.455-462.
8. DeCanio, S.J., Dibble, C. and Amir-Atefi, K., 2000. The importance of organizational structure for the adoption of innovations. *Management science*, 46(10), pp.1285-1299.
9. Tran, Q. and Tian, Y., 2013. Organizational structure: Influencing factors and impact on a firm. *American Journal of Industrial and Business Management* 3 (2), pp. 229-236.

10. Abid, M. and Hussain, I., 2019. Impact of Transformational Leadership on Job Performance Goal Orientation as Moderator and Job Satisfaction as Mediator. *Foundation University Journal of Business & Economics*, 4(1), pp.13-26.
11. Agnihotri, R., Rapp, A.A., Andzulis, J.M. and Gabler, C.B., 2014. Examining the drivers and performance implications of boundary spanner creativity. *Journal of Service Research*, 17(2), pp.164-181.
12. Rosenbaum, M.S. and Massiah, C., 2011. An expanded servicescape perspective. *Journal of Service Management*.pp.471-490
13. Grewal, D., Baker, J., Levy, M. and Voss, G.B., 2003. The effects of wait expectations and store atmosphere evaluations on patronage intentions in service-intensive retail stores. *Journal of retailing*, 79(4), pp.259-268.
14. Singh, S. and Singhal, S., 2021. Implementation and analysis of the clustering process in the enhancement of manufacturing productivity. *Journal of King Saud University-Engineering Sciences*, 33(7), pp.482-490.