

The Role Of High Performance Work System (HPWS) In Developing Entrepreneurship – Case Study: Islamic University Of Gaza (IUG) (2017).

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Introduction

The ever growing economies and globalization has driven organizations in highly competitive environment to sustain reputation, retain employees and increase firm performance. Competitive advantage is at the heart of strategy. Way (2002) suggested that high performance human resource practices have a close association with sustainable competitive advantage. To achieve a competitive advantage through strategic human resource management (SHRM), is an important topic for both academics and practitioners. Recent SHRM studies have focused on two strategies that can be adopted to attain the desired goal. One is entrepreneurship, and the other is high-performance work systems (HPWSs). In order to get to know new opportunities and increase productivity, it is necessary to know the relationship between human resource management system and intra-organizational entrepreneurship development in organizations (Kiakjori et al, 2012). Previous studies have extensively investigated whether these two key strategies lead to the improvement of firm-level performance. In particular, the argument that Entrepreneurship (CE) and HPWSs have a positive effect on organizational performance and productivity (Arthur 1994; Huselid 1995; Applebaum et al. 2000; Black and Lynch 2004; Datta et al. 2005; Naman and Slevin 1993; Zahra and Garvis 2000).

Entrepreneurship is defined as a firm's tendency towards innovation, risk taking, and Proactive actions (Barringer and Bluedorn, 1999). The main purpose of Entrepreneurship is to create dynamic, flexible and competitive organizational structure and culture to deal with competition and high market dynamism. Human Resource Management (HRM) practices are considered vital in facilitating an entrepreneurial work environment (Morris and Jones 1993; Wang and Zang 2005). entrepreneurship activities can be considered important predictors of organizational performance. In other words, it is the process by which organizations and individuals convert new knowledge into new opportunities in the form of new products and services. Thus, entrepreneurial human resource strategy is best defined as the set or sets of human resources practices that will increase the likelihood, that new knowledge will be converted to new products or services (Collins, Allen, & Snell 2005).

The concept of HPWSs refers to an integrated system of HRM practices designed to enhance employees' skills, motivation, commitment and productivity in such a way that employees become a source of sustainable competitive advantage (Huselid 1995; Datta, Guthrie and Wright 2005). The main idea of HPWS is to create an organization based on employee involvement, commitment and empowerment, not employee control. HPWS may also form an important organizational level influence on innovativeness.

To enhance innovation, HRM practices need to ensure that creativity and new knowledge and skills can be created in the firms. Firms also need to maintain an environment that supports the implementation of these new ideas in the workplace (De kok&Hartog, 2006).

The aim of high performance human resource is to increase performance by the help of its employees. High Performance Work Systems, sometimes known as high involvement or high commitment organizations, are organizations that use a distinctive managerial approach that enables high performance through people (Armstrong, 2009).

Although different HRM authors have emphasized slightly different features and management practices in describing HPWS. According to Bamberger and Meshoulam (2000), High performance human resource practices consist of three main parts: (1) people flow, including selective staffing, training (such as more extensive, general skills training), employee mobility (for example, broad career paths, promotion within the firm) and guarantee of job security; (2) appraisal and rewards, including performance appraisal (specifically long– term, results- orientated appraisal), compensation and other benefits, such as extensive, open- ended rewards; (3) employment relations, including job design (such as broad job descriptions, flexible job assignments) and encouragement of participation.

This study focuses on the key elements of HPWS which are the six main dimensions mainly identified by (Snell &Deans, 1992). These are: (Selective Staffing, comprehensive training, Performance Appraisal, Reward System, Employees Participation and Job Security). In the HPWS, employees feel responsible and involve in business success. They know more, do more, and contribute more. They have the power, information, knowledge, and rewards to perform at the highest level (Lawler, Mohrman, and Ledford 1995).

On the other side, higher education plays vital role in developing the social, political and economic situation of community. Higher education is considered the main wealth of the Palestinian people in the absence of the other natural resources(Habayeb, 2005).The IUG is one of the most important higher education institute in the Gaza Strip. It was the first university to be established in the Gaza Strip. Every year more than 4000 persons graduate from the IUG and the number of enrolled students in year 2014 was more than 20000 students (Quality &Development Deanery, 2014; 2015).

Many previous researchers studied the HPWS and Entrepreneurship but there are gaps remain in understanding the role of HPWS in developing Entrepreneurship especially in the field of high education institution. This research tries to fill some gaps in this field by focusing on IUG case as one of the most important higher education institute in the Gaza Strip.

This research investigates the role and the effect of HPWS in developing IUG entrepreneurship. The study is attempting to answer the following research question:
What is the role of High Performance Work System in developing IUG entrepreneurship?

Research Objectives

The main objective of this study is to explore the role and the effect of HPWS in developing IUG entrepreneurship.

The research aims to achieving the following objectives:

1. To know the role of HPWS developing IUG entrepreneurship.

2. To test the relationship between HPWS elements (efficient staffing, comprehensive training, performance appraisal, reward System, employee participation and job security) and entrepreneurship in the IUG.

3- To come up with recommendations that may help in improving entrepreneurship in IUG.

Research Hypothesis

Main Hypothesis: HPWS dimensions (efficient staffing, comprehensive training, performance appraisal, Reward System, employee participation and Job security) have positive and significant effect on achieving entrepreneurship at ($\alpha=0.05$).

Study Variables:

A- Dependent Variable:

Entrepreneurship:

According to Barringer and Bluedorn (1999) entrepreneurship may be tested through three dimension namely: 1) Proactive actions, 2) Innovation and 3) Risk-taking.

B- Independent variables:

High Performance Work System (HPWS):

According to Bamberger and Meshoulam (2000); Snell & Deans (1992) HPWS may be examined through six dimensions namely: 1) Efficient Staffing, 2) Comprehensive training, 3) Performance Appraisal, 4) Reward System, 5) Employees Participation and 6) Job Security.

Literature Review

The role of HPWS in developing entrepreneurship was tested by many studies. Alamdari, et al., 2014; Bal, et al., 2013; Zhang, et al., 2010, Firouzi, et al., 2013; Morris, et al., 1993; Hayton, 2004, showed relationship between HPWSs and the development of entrepreneurship.

Rundquist, et al. (2013) said that training & development practices are crucial to increase entrepreneurial orientation. Also Arion, et al. (2012) resulted that training is useful in the development of entrepreneurship. HPWSs and the characteristics of entrepreneurs have significant relationships with organizational performance (Seong, 2011). Schmelter, et al. (2010) provided empirical evidence for the strong impact of staff selection, staff development, and training as well as staff rewards on innovativeness, risk propensity, proactiveness, new business venturing, and self-renewal. Some concluded that HPWS (staffing, performance based pay, pay level, job rotation, training and participation) has a positive impact on performance and innovation (De Kok, et al., 2006). It was confirmed that the HRM practices (emphasize behavior and attitude, extensive training, training on the job skills, written constructions and procedures, team activities, training in multiple functions, incentive to meet objectives, communication of strategy, interaction facilitates and feedback on performance) are important for enhancing firm performance (Kaya, 2006).

Strategic human resource management (SHRM) is based on two concepts, namely: the resource-based view and strategic fit. The resource-based view of SHRM, is the range of resources in an organization, including its human resources, that produces its unique character and creates

competitive advantage. Resource-based view can produce human resource advantage (Boxall and Purcell, 2003). It aims to develop strategic capability which means strategic fit between resources and opportunities, obtaining added value from the effective deployment of resources, and developing people who can think and plan strategically in the sense that they understand the key strategic issues and ensure that what they do supports the achievement of the business's strategic goals. Wright et al (2001) noted that there are three key components of SHRM that constitute a resource for the firm:

1. The human capital pool. It comprises of the stock of employee knowledge, skills, motivation and behaviors.
2. The flow of human capital through the firm, which includes the movement of people and knowledge.
3. The dynamic processes through which organizations change and/or renew themselves.

While, according to Wright and McMahan (1992), strategic fit refers to the two dimensions that distinguish SHRM: First, vertically, it is linking human resource management practices with the strategic management processes of the organization. Second, horizontally, it emphasizes the coordination or congruence among the various human resource management practices.

High Performance Work Systems (HPWS):

There are many definitions of HPWS and high-performance working. According to Lepak, Liao, Chung, and Harden (2006) HPWS is a set of HR practices that enhance workforce abilities, employee motivation and involvement and these practices can lead to performance or goal achievement. Guest (2007) identifies High-performance working as two approaches of HRM. First approach is The 'high-commitment' model; a move from external control through management systems, technology and supervision to self-control by workers or teams of workers, who exercise responsible autonomy and control in the interests of the organization. The emphasis is on intrinsic control and intrinsic rewards. The second approach is the 'performance management model' in which management retains much of the control – 'the focus is on the adoption of practices designed to maximize high performance by ensuring high levels of competence and motivation.' The emphasis is on external control and extrinsic rewards.

According to Guest (2007) HPWS achieves high performance. It enables workers to have high competence, high motivation and an opportunity to contribute through jobs that provide the discretion, autonomy and control required to use their knowledge and skills and to exercise motivation. The system focuses on performance and not on the well-being of employees. HPWS is designed to enhance employee competencies, motivation and performance in providing high-quality service to external customers (Liao et al., 2009). Wei and Lau (2010) defined HPWS as an efficient and integrated approach of managing human resources toward the alignment of HR functions and the achievement of firm strategy. The concept has evolved from the development of HR systems, construct through to the linking of those systems to individual and firm level performance, through mediation of a number of attitudinal and behavioral outcomes of employees (Boxall, et al., 2011). The application of HPWS creates an organizational climate in which the achievement of high levels of performance is a way of life (Armstrong, M., 2009).

HPWS has a set of distinct but interrelated activities and processes that are directed at attracting, developing and maintaining a firm's human resources (Lado and Wilson's, 1994, p.701). Different authors have emphasized slightly different features and management practices in describing HPWS.

From previous studies it was found that there is an agreement on some variables as the key practices of HPWS and disagreement in some variables. This study will consider the essential practices which generally agreed by most of researchers. These practices are:

1. Selective staffing.
2. Training.
3. Performance Appraisal.
4. Reward Systems.
5. Employees Participation.
6. Employment Security.

Entrepreneurship

Changes in the business environment and management philosophy have led to increase the demand of entrepreneurship (Christensen, 2004). Entrepreneurship (CE) is a concept linked to the entrepreneurial orientation of an organization. Zimmerer and Scarborough (1996) describe entrepreneurial orientation as one that creates a positive atmosphere for employees to foster new ideas and encourages them to act upon them. In this regard, the employees act as entrepreneurs within the context of an organization. Entrepreneurship within the environment can therefore be conceived as the effort to extend an organization's competitive advantage (Ferreira, 2002). The definition of entrepreneurship is not unique and doesn't refer to the same concepts and notions. Entrepreneurship from the academic viewpoint, can be defined as the analysis of how, who, and with what effects the opportunities for creating future goods and services are discovered, evaluated, and exploited (Shane and Venkataraman, 2000). Entrepreneurship has also been defined by other researchers as the identification and exploitation of previously unexploited opportunities (Hitt et al., 2001). Entrepreneurs are able to create wealth by identifying opportunities and then developing competitive advantages to exploit them (Hitt and Ireland, 2002).

According to Kaufmann and Dant (1998:P7) there are three categories for defining entrepreneurship that are as follows:

1. Definitions that are based on the characteristics and features (Such as, risk taking, leadership, motivation, ability to resolve crises, creativity, low level of risk aversion and decision making ability).
2. Definitions that are based on the role or function of the entrepreneur in the economic process (Such as, the creation of new enterprise, introduction of new combinations of production factors and unique and valuable combinations of resources in an uncertain and ambiguous environment).
3. Definitions that are based on the behavior or activities of entrepreneurs (such as, connecting to new markets, overcoming market deficiencies, creating and managing contractual arrangements and input transforming structures, supplying resources lacking in the marketplace, activities to initiate, maintain and develop profit oriented business, to fill currently unsatisfied needs and to take operational control of the organization).

According to the above mentioned definitions and concepts to entrepreneurship, entrepreneur may be defined as: Someone who facilitates adjustment to change by spotting profitable opportunities, taking risk by using his time and resourcing and willing to grow.

Entrepreneurship Dimensions:

Miller (1983) argued that organization would not call as entrepreneurial if it changed its technology or by directly imitating competitors while refusing to take any risks. So, Miller proposes that a firm's actions relating to Innovation, risk taking, and proactiveness represent the primary dimensions of entrepreneurship. In addition, Lumpkin (1996), added two new factors: Autonomy and Competitive Aggressiveness. Moreover, some researchers claimed that 'Competitive Aggressiveness' forms a part of the proactiveness dimension and does not represent a separate dimension (Hough and Scheepers, 2008; Chang and Lin, 2011).

As a result, most of the studies published on the concept of entrepreneurship are based on the three dimensions: Innovation, Risk taking, and Proactiveness (Miller, 1983; Covinet al, 1989; Covinet al, 1990; Namenet al, 1993; Wiklund, 1999; Zahra, 1993; Zahra et al, 1995). Therefore, this study will focus on the three main dimensions of entrepreneurship: Innovation, risk taking, and proactiveness.

Methodology

This research employs descriptive and analytical methods involving both qualitative and quantitative approaches. Both primary and secondary data sources were used. Secondary data was obtained from journals, books and thesis related to research subject. Internal documents from the IUG were used in providing information about the IUG. Primary data was obtained from a questionnaire specifically designed for this research. Case study method was used to obtain information and investigate the entire organization deeply and with careful attention to detail (Nima et al., 2002).

Research Instrument

The research adopted self-administered, delivery and collection questionnaire as a research instrument. The questionnaire comprised three parts. The first part of the questionnaire investigated socio-demographic variables for the Employees. Employees were asked about their age, education, job position, and work experience. The socio-demographic variables were assessed using an item from multiple options. The Second part was consisted of six sections to assess High performance work system. In this part the researchers depend mainly on (Snell&Deans, 1992; Bamberger and Meshoulam, 2000; Babaei, 2011). The third section covered the dimensions of entrepreneurship. It was comprised of three dimensions. In this part the researchers depend on (Kimuli, 2006; Barringer and Bluedorn 1999; Nyanjom, 2007). Employees were asked to indicate their agreement with a particular item by using a 10 point scale, ranging from strongly disagree (1) to strongly agree (10). The questionnaire was reviewed by board of referees to assure the content validity. Responses validated the design of the questionnaire. Moreover, pilot study was conducted with a sample of 30 employees to ensure the internal validity, structure validity, and the reliability of the questionnaire. The questionnaire was found to be valid and reliable for conducting the survey.

Participants and procedure

The target population consisted of 891 IUG employees including academics and administrators. A stratified random sample of 320 employees was used. The questionnaire was delivered to employees in different work positions and collected during three weeks in May 2014. Extensive follow up was made by phone calls and field visits to encourage employees to respond and assure respondents anonymity. An overall response rate was 85% (278 of 320 employees).

Respondents Profile

Table (1) revealed that more than one third of the sample was academics and (46.1%) were administrators. Male employees accounted 85.3% of respondents. More than one-third of the respondents (37.9%) were in their 30s to less than 40s. Regarding work experience, (47.4%) of the respondents had 10 years of experience and more, while (21%) of the respondents had less than 5 years of experience. The largest group (60.0%) among the respondents had master degree and PhD. The main characteristics of the sample are presented in table (1).

Table (1): The main characteristics of the sample (n=272)

Sample member	Number	%	Gender	Number	%
Academic	86	33.8%	Male	232	85.3
Administrator	128	46.1%	Female	40	14.7
Academic/Administrator	39	13.7%	Total	272	100
Administrator/Supervisor	19	6.4%			
Total	272	100%	Age	Number	%
Qualification	Number	%	Less than 30	48	17.6
Diploma	30	11	30 – less than 40	103	37.9
Bachelor	79	29	40 – less than 50	89	32.7
Master	75	27.6	50+	32	11.8
PHD	88	32.4	Total	272	100
Total	272	100			
Years of Experience	Number	%			
Less than 5	57	21			
5 – less than 10	86	31.6			
10 – less than 15	73	26.8			
15+	56	20.6			
Total	272	100			

Data analysis and hypothesis testing

First: Features of IUG HPWS.

Table (2) summarizes the features of IUG HPWS. In general, employees perceive higher level of efficient staff at the IUG (75%). In addition, relative moderate levels were realized in training practices (68%), job security (63.3%), employees participation (61.2%) and low levels in performance appraisal (60.3%) and reward system (55.7%). The overall value of IUG HPWS was (63.9%), which indicates that IUG HPWS needs further improvement.

Table (2): Means and Test values for Features of IUG HPWS.

NO.	Paragraph	Mean	Proportional mean (%)	Test value	P-value (Sig.)
1.	Efficient Staffing.	7.50	75.0	16.788	.000*
2.	Comprehensive training.	6.80	68.0	8.006	.000*
3.	Performance Appraisal.	6.03	60.3	.238	.812
4.	Reward System.	5.57	55.7	-4.235	.000*
5.	Employees Participation.	6.12	61.2	1.029	.304
6.	Job Security.	6.33	63.3	2.749	.006*
All fields of HPWS		6.39	63.9	4.560	.000*

* The mean is significantly different from 6

Discussion

1) Efficient Staffing

IUG employees agreed about the effectiveness of the hiring process of IUG (75%) as a practice of HPWS. This result means that, IUG makes a good efforts in the staffing process. This finding is consistent with (Audeh, 2008) which shows that, there is an effective employment procedures implementation at the Palestinian universities in Gaza Strip. Also, it is consistent with (Magadma, 2013) which shows that there is an agreement on the level of availability of human competences among IUG employees. The results was matched with Al-Eila (2008) which shows that there is an efficient selecting panels in the Ministry of Education and Higher Education in the Gaza Strip. Moreover, it is consistent with Khalil (2013) which shows that there is an efficient selective staffing process in the College of administration and economics of the University of Baghdad. Finally, it is consistent with Delaney & Huselid (1996) which shows that selective staffing are positively related to high organizational performance.

2) Comprehensive training

IUG employees have positive views about the comprehensive training process (68%) which the IUG adopt. This result means that, IUG offers a fair and different kinds of training plans and techniques. This finding is consistent with Khalil (2013) which shows that there is a comprehensive training in the College of administration and economics of the University of Baghdad. Also, it is consistent with Mosa (2007) which shows that there are different training tools that suit the nature of training needs of employees of Bank of Palestine in the Gaza Strip. Moreover, it is consistent with Bartel (1999) which displays that there is a positive relationship between employees training and performance. Also, it is consistent with Mishra et al. (2013) which exhibits that HPWS is correlated with participating in training.

3) Performance Appraisal.

Employees in the IUG have an overall negative view about the IUG performance appraisal system (60.3% with sig. value 0.812). They disagreed about the quality and fairness of the system. This result means that, further efforts needs to be taken to build an effective performance appraisal system. According to personnel affairs, each employee at IUG receives a report of his performance annually and the employees have the right to ask for discussion of the evaluation results if they were unsatisfied. This finding is consistent with Awwad (2005) which shows that there is a clear

shortage in analyzing and passing feedback in the system which reduces the benefits from it. Also, with Nono (2004) which demonstrates that there is not enough attention given to analyze the results of the performance appraisal, and lack of feedback and possibility to appealing mechanism at the governmental higher education institutions in the Gaza Strip. Roberts (2003) said that goal setting and feedback enhance the effectiveness of performance appraisal.

4) Reward System

The respondents agreed that the pay and incentives in IUG are discouraging, and some of them commented that the rewards at IUG in the past were better than now (55.7%). This finding may result from the economic crises and the bad general economic situation in the Gaza Strip. This finding is consistent with Biso (2009) which revealed that government financial compensation is ineffective and unfair and that affected the job satisfaction negatively. Also, consistent with Shorab (2007) which shows that the available incentives do not encourage employees' competition to improve their performance. Lewis (2009) emphasized the importance of reward. He said that linking rewards to performance motivates employees for better performance. Also, Agarwal (2007) emphasized that rewards and compensation enhance the performance of employees.

5) Employees Participation

The finding revealed that the level of employees' participation in decision making in the IUG needs further development (61.2%). Participation in decision making ensures decision's quality, high morals and encourages employees to implement decisions without resistance. AlJasay (2011) concluded that employees' participation in different activities motivates them for higher performance. In addition, Abuaida (2006) stated high participation of employees in decision making in Palestinian Universities.

6) Job Security

Table (2) revealed a moderate agreement (63.3%) about job security feeling among IUG employees. However, there is a fear of downsizing the IUG may adopt because of economic crises and bad general economic situation in the Gaza Strip. Sarayra (2009) determined that job security is positively related to performance of faculty members in Jordanian Public Universities. Also, Kraimer, et al. (2005) said that job security is positively related to high performance. In addition, Zhang (2008) showed that employees are satisfied with job security when they stay with the organization for as long as they wish, but the same study showed that employees satisfy with job security when they would be the last to get downsized during economic problems. On the other hand, Assaf (2003) concluded that the degree of job security feeling received a very low rating among directors in PNA's ministries headquarters in the West Bank. In fact, weak job security in PNA reflects the fragile situation the people experience because of occupation and high dependency on donor support.

Second: Features Entrepreneurship in the IUG
Analyzing the three Dimensions of Entrepreneurship

Table (5) indicated a moderate entrepreneurship features in the IUG (64.2%). These aspects will be discussed in detailed below:

Table (3): shows the features of entrepreneurship in the IUG.

NO.	Paragraph	Mean	Proportional mean (%)	Test value	P-value (Sig.)
1.	Proactive actions	7.00	70.0	10.779	.000*
2.	Innovation.	6.41	64.1	3.851	.000*
3.	Risk-Taking.	5.84	58.4	-1.311	.191
All fields of Entrepreneurship		6.42	64.2	4.411	.000*

* The mean is significantly different from 6.

1) Proactive actions

Table (3) indicated that IUG employees agreed about the proactive actions in IUG (70%). This result means that, IUG makes fair efforts in identifying new opportunities in the external environment and introducing new services. This finding is supported by (Wahba, 2008; Dajany, 2006; Abuhasna, 2014) which showed that IUG can discover the opportunities in the external environment and build on them. Also these studies showed comprehensive strategic actions among the leaders of Palestinian universities. In addition, Kreiser (2010) emphasized the positive impact of being the first mover (proactive) on entrepreneurial orientation and firm performance.

2) Innovation

Table (3) showed that IUG has a moderate level of innovation (64.1%) . The IUG has a systematic process to generate and prioritize ideas for new services. It makes many changes in the mix of its services over time. However, there is a low level of employees participation in generating new ideas. Nevertheless, IUG offers many programs to take care and incubate innovation and innovators. This finding of AlNajjar (2012) revealed that the IUG has a good level of innovation and development. Also, Khalaf (2010) showed that heads of academic departments in IUG possess managerial creativity by (83.94%). In addition, Oladapo, et al. (2013) showed that incentives and rewards can enrich organizational innovation.

3) Risk taking

Table (3) indicated that the IUG was not oriented toward risk (58.4%). Though the finding revealed that most of IUG employees are willing to take risk; the IUG does not encourage them to take risk. The bad economic situation in Gaza because of siege and closure may discourage risk-taking. This finding is inconsistent with Khalaf (2010) which showed that (80.58%) of the heads of academic departments of IUG are risk takers. Also, inconsistent(Khalil (2013) which indicated that (71.2%) agreed on the risk taking dimension of entrepreneurship in the College of administration and economics of the University of Baghdad. Moreover, it is inconsistent with AbuelKhair (2013) which shows that organizational Support for tolerance for risk taking was founded to exert positive effects on innovative performance.

Hypothesis Testing

The Main Hypothesis:HPWS dimensions (efficient staffing, comprehensive training, performance appraisal, Reward System, employee participation and Job security) have positive and significant effects on achieving entrepreneurship at ($\alpha=0.05$).

To test the hypothesis, linear regression –stepwise method- was applied. In this method each variable is entered in sequence and its value is assessed. If adding the variable contributes to the model then it is retained, but all other variables in the model are then re-tested to see if they are still contributing to the success of the model. If they no longer contribute significantly they are removed. Thus, this method ends up with the smallest possible set of predictor variables included in the model. An advantage of using this method is that it results in the smallest number of predictors in the model when there is large number of variables (Brace, Kemp&Snelgar, 2000).

In this study, R is a measure of the correlation between HPWS dimensions and the IUG entrepreneurship. R Square (R²) is the square of this measure of correlation and indicates the proportion of the variance in the dependent variable which is accounted for by the model. The significance of R² is determined by the F-test, which is the same as testing the significance of the regression model as a whole. If the probability of obtaining a large value of (F) < 0.05 then the model would be considered to be significantly better than would be expected by chance and it can be concluded that there is a linear relationship between the dependent variable and the independent variable.

Table (4): The final model summary

Model	R	R square	Adjusted R square	Std. Error of the Estimate
5	.802	.643	.636	.944

Table (4) disclosed that R square = .643, which means that (64.3%) of the variation in “Entrepreneurship in IUG” is explained by “Staffing, Training, Reward system, Employees Participation, and Job Security”. The independent variable “Performance Appraisal” was excluded from this model because results show that it doesn’t have a significance effect on the dependent variable (Sig. = 0.967).

Table (5): ANOVA for Regression

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	426.667	5	85.333	95.882	.000
Residual	236.885	266	.891		
Total	663.551	271			

Table (5) displayed the Analysis of Variance for the regression model. Sig. = 0.000, so there is a significant relationship between the dependent variable “Entrepreneurship and independent variables “Staffing, Training, Rewards system, Employees Participation, and Job Security”.

Table (6): The Regression Coefficients of the Independent Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.728	.315		2.313	.021
Staffing	.179	.052	.169	3.421	.001
Training	.132	.056	.139	2.345	.020
Rewards system	.202	.058	.213	3.463	.001
Employees Participation	.178	.057	.218	3.139	.002
Job Security	.195	.039	.245	5.033	.000

Table (6) illustrated the regression coefficients and their P-values (Sig.) as shown, all P-values are less than (0.05). Based on the Standardized Coefficients, the significant independent variable is "Entrepreneurship". The Unstandardized Coefficients can be used to create an equation for Y.

The regression equation is: $Y = .728 + .179 * X_1 + .132 * X_2 + .202 * X_3 + .178 * X_4 + .195 * X_5$

Since that: **Y:** Entrepreneurship, **X1:** Staffing, **X2:** Training, **X3:** Rewards system, **X4:** Employees Participation, **X5:** Job Security.

In conclusion, HPWS dimensions (efficient staffing, comprehensive training, Rewards System, employee participation and Job security) have positive and significant effects on achieving entrepreneurship at ($\alpha=0.05$). The higher the Beta value of standardized coefficients, the stronger the relationship the respective independent variable has with the dependent variable. The independent variables rank is as the following (the first one means the most effective variable):

1. Rewards system
2. Job Security
3. Staffing
4. Employees Participation
5. Training

The findings of testing the main hypothesis showed that there is a positive and significant effects of HPWS dimensions (staffing, training, participation, rewards, and job security) on achieving entrepreneurship. However, the findings showed that the (The performance appraisal dimension of HPWS has insignificant effects on achieving entrepreneurship. It seems that the IUG has its own circumstances and specifications regarding this issue.

The finding is consistent with Alamari, et al. (2014) which indicated that there is a relation between Intra-organizational entrepreneurship with employee training, correct selection, bonus, and job security. Also with Bal, et al (2013) which showed that Training-development, participation to decision making, and performance evaluation have a positive and strong relationship with innovation. Khasawneh, et al. (2012) manifested that HPWS (extensive employee training, employee participation in decision making, objective measures of performance appraisal, possibilities for internal career promotions, and job security) can significantly and highly predict organizational innovation. Also consistent with Dizgah, et al. (2011) which displayed that (participation, staffing, job security, and appraisal) is significantly and positively related to entrepreneurship. Edralin

(2010) designated that (training and development and recruitment and selection) as functions of HRM are found to be significant enablers of entrepreneurship. Schmelter, et al. (2010) said that there is a strong impact of staff selection, staff development, and training as well as staff rewards on entrepreneurship (innovativeness, risk propensity, proactiveness, new business venturing, and self-renewal). Also Zhang, et al. (2008) manifested that HPWS (Selective staffing, Extensive training, Employment security, Results-oriented appraisal, Incentive reward, and Participation) are positively related to entrepreneurship.

Conclusions

This study provided understanding of the role of High Performance Work System in achieving entrepreneurship in the IUG. The employees in IUG hold a positive attitude toward efficient staffing. They believe that IUG employees were carefully selected to choose the most appropriate person for a given job. The IUG gives a fair attention to staff training. The IUG offers many different kinds of training programs according to employee's training needs. Employees in the IUG have a negative view about the IUG performance appraisal system. They were dissatisfied about fairness of the system and about the limited discussion of the evaluation results. Employees were dissatisfied about the payment system. They were disagreed about the IUG reward system. They think that they worth more than they were paid and the pay and compensations were not tied to performance. Employees were not satisfied about the level of participation in decision-making. Also moderate satisfaction about job security was found.

The respondents think that IUG makes good efforts in identifying new opportunities in the external environment and introducing new services. However, they believe that the IUG have a moderate level of innovation and low level of employee's participation in generating new ideas. In addition, the IUG was not oriented toward risk. It does not encourage them to take risk.

The conceptual model was supported to a great extent by the multiple regression analysis. The study model explained 64.3% of variance in IUG entrepreneurship. The predictors found in this study were efficient staffing, comprehensive training, Rewards System, employee participation and Job security. The most significant predictors were Rewards system, Job Security, Staffing, Employees Participation and Training respectively.

Recommendations

The IUG management is recommended to apply HPWS as a strategic model for managing human resources at the Islamic university of Gaza. This strategy would promote entrepreneurship in IUG. the IUG should continuously use methods and systems that facilitate selecting the most appropriate candidate for any vacant jobs through clear process to achieve a competitive advantage through distinctive human capital. A comprehensive training plan is needed to develop employee's skills, competences and knowledge. The IUG needs to develop a good performance appraisal system which motivates employees with more space of participation in goal settings and more discussions of the results of performance appraisal. In addition, IUG should tie the performance appraisal results with the rewards and compensation system and with training plans. It should offer employees the opportunity of participation in decision making. Further, creates a supportive culture by applying incentive and supporting systems in order to improve creativity and innovation and to support creative and innovative new ideas. Moreover, the IUG needs to adopt strategy that allows to exploit opportunities in the external environment and to ensure that employees are oriented to these strategies.

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