

The Impact of High-Performance Works Practice on Employees Job, Life and Career Satisfaction

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Abstract— *The objective of this study is to explore the association between high-performance work practices (HPWPs) — encompassing training, empowerment, rewards, and teamwork — and the levels of personal career, job, and life satisfaction among full-time academic staff at Komar University of Science and Technology. Employing a quantitative methodology, the research utilizes a survey questionnaire disseminated through a Microsoft online form to collect data. The sample comprises 92 participants representative of the study's population. Data analysis was conducted using SPSS software, version 26. The analysis concluded a lack of significant correlation between HPWPs and the variables measuring satisfaction in care, job, and life. It was also observed that a mere 7% of employees engaged in high-performance work reported satisfaction across these areas. These findings contradict our initial hypothesis, indicating that HPWPs may not be as influential on satisfaction levels as previously anticipated.*

Keywords—High Performance Work, Job Satisfaction, Career Satisfaction, Life Satisfaction

I. INTRODUCTION

In the contemporary academic landscape, the efficacy of High-Performance Work Practices (HPWPs) has emerged as a focal point of scholarly inquiry, particularly in their capacity to augment employee satisfaction on multiple fronts. The Kurdistan Region of Iraq, with its academic sector, presents a unique context for this exploration. extensive training, a flat organizational structure, participative decision-making, and performance-based compensation (Peterson & Doy, 2014).

Effective training programs align with organizational goals and are designed to address both current and future skills needs. This foresight ensures that employees are not only effective in their current roles but are also equipped to adapt to future changes and advancements in the organizational landscape (Faraday, 2012). It fosters a culture of continuous learning, adaptability, and innovation, crucial elements in today's dynamic business environment.

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Empowerment is often facilitated by participative leadership and inclusive management practices. Leaders who encourage participation, value employee input, and foster an environment of trust and respect amplify the sense of empowerment among their teams (Klaven, 2011). This leadership style nurtures a culture where employees are motivated, engaged, and committed to their roles, leading to elevated job and life satisfaction.

Customization of reward systems, where rewards are tailored to the individual needs and preferences of employees, maximizes their effectiveness. Employees value and are motivated by different forms of rewards; hence, personalized reward strategies enhance their relevance and impact on employee satisfaction and performance (Bery Alen, 2013).

The connection between rewarding and job satisfaction is well-documented. Effective reward systems enhance employees' perception of organizational justice and fairness. When employees feel they are rewarded commensurately for their contributions, it fosters positive attitudes towards the job and the organization (Alfred, 2015).

Training impacts job satisfaction by enhancing employees' self-efficacy and confidence. As employees acquire new skills and knowledge, their competency and ability to execute their roles effectively increases. This heightened sense of self-efficacy contributes to increased job satisfaction, performance, and overall well-being (Brews. W, 2017).

One significant implication of job satisfaction relates to its role in talent retention. In an era where talent mobility is high, organizations are keen to identify strategies to retain skilled and capable employees. HPWPs, by enhancing job satisfaction, play a crucial role in not only attracting top talent but also ensuring their prolonged engagement and commitment to the organization (Dineen, , & Vellella, 2020).

The psychological contract between the employee and the organization also plays a critical role in life satisfaction. When employees perceive that their

organization fulfills its promises and commitments, such as career development, fair compensation, and job security, it elevates trust and satisfaction, leading to enhanced life satisfaction (Rosnaft, 2019).

1.1 Research Problem

There are many changes in the business environment at the political, social, economical, technological level, employees as human will be affected by those factors Faeq et al., 2020). According to our preliminary investigation we found that most of the academic staff in KUST have a low level (Career ,job, and life).

1.2 Research Objectives

To clarify the concepts of High-performance work practices (HPW) and employees' career, job, and life satisfaction.

II. LITERATURE REVIEW

2.1 High Performance Work Practices

High Performance Work Practices (HPWPs) are systematic organizational configurations that involve a suite of human resource management practices. These practices, meticulously aligned with business strategies, are engineered to enhance employee capability, commitment, and ultimately, organizational performance and productivity (Posthuma, Campion, Masimova, & Campion, 2013).

Furthermore, the alignment of HPWPs with organizational goals ensures that employees' skills and efforts are effectively utilized and directed towards strategic objectives (Lepak, Liao, Chung,& Harden, 2006). The optimization of human capital through HPWPs emerges as a critical driver of competitive advantage in today's rapidly evolving business ecosystem (Faraj et al., 2021).

A nuanced aspect of HPWPs is their adaptability. While core components are identifiable across different contexts, the implementation and emphasis of various practices can be tailored to fit the specific needs, challenges, and opportunities of individual organizations (Pfeffer, 1998). This

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adaptability ensures that HPWPs remain relevant and effective in diverse sectors and geographical contexts, underpinning their universal appeal and applicability (Sadq et al., 2020).

2.1.1 Training

Training, a cornerstone in High Performance Work Practices (HPWPs), is paramount in equipping employees with the requisite skills and knowledge to perform their jobs effectively (Faeq). The breadth and depth of training programs are instrumental in not only enhancing job performance but also contributing to employee job and life satisfaction (Aguinis & Kraiger, 2009).

The modality and content of training programs are evolving, encompassing traditional face-to-face learning, and leveraging technology to offer flexible, customized, and interactive e-learning solutions (Salas, Tannenbaum, Kraiger, & Smith-Jentsch, 2012). A blend of learning approaches ensures that training caters to diverse learning needs, styles, and paces, enhancing the learning experience and outcomes (Othman et al., 2020).

Effective training programs align with organizational goals and are designed to address both current and future skills needs. This foresight ensures that employees are not only effective in their current roles but are also equipped to adapt to future changes and advancements in the organizational landscape (Goldstein & Ford, 2002). It fosters a culture of continuous learning, adaptability, and innovation, crucial elements in today's dynamic business environment.

Training impacts job satisfaction by enhancing employees' self-efficacy and confidence. As employees acquire new skills and knowledge, their competency and ability to execute their roles effectively increases (T.H Foid 2021).

2.1.2. Empowerment

Empowerment is intricately connected to High Performance Work Practices (HPWPs), playing a vital role in fostering an environment where employees are enabled to take initiative, make

decisions, and contribute meaningfully to organizational objectives (Spreitzer, 1995). This psychological state of empowerment elevates not just the quality of work life but also spills over into overall life satisfaction (Faeq et al., 2022).

An empowered workforce is characterized by increased levels of autonomy. The freedom to make decisions and have control over one's work instills a sense of ownership and responsibility among employees. This autonomy is not just tied to job satisfaction but extends to enhanced confidence and self-efficacy, key ingredients of a fulfilling professional and personal life.

In the modern organizational context, empowerment is often facilitated by participative leadership and inclusive management practices. Leaders who encourage participation, value employee input, and foster an environment of trust and respect amplify the sense of empowerment among their teams (I. Y. lun, 2014). This leadership style nurtures a culture where employees are motivated, engaged, and committed to their roles, leading to elevated job and life satisfaction (Faeq, 2022).

Technology also plays a pivotal role in employee empowerment. The integration of advanced technologies in the workplace provides employees with tools and platforms to collaborate, innovate, and execute their tasks efficiently (Seibert, Wang, & Courtright, 2011). Access to technology enhances employees' ability to control and optimize their work processes, contributing to a heightened sense of empowerment.

On a broader spectrum, empowerment contributes to life satisfaction by enhancing individuals' sense of competence, purpose, and achievement. When individuals feel empowered at work, these positive emotions and attitudes permeate their overall outlook on life, leading to increased optimism, self-esteem, and overall well-being (G. H. yarless, 2014).

2.1.3. Rewarding

Rewarding employees appropriately is fundamental to High Performance Work Practices

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(HPWPs) and is directly associated with increased levels of job, career, and life satisfaction. Intrinsic and extrinsic rewards play a significant role in motivating and retaining talent, driving performance, and ensuring employees feel valued (Lawler, 2003).

Employee rewards are not merely limited to financial incentives. Recognition, praise, opportunities for professional development, and enhanced job roles are integral components of a comprehensive reward system. These diverse rewards cater to the multifaceted nature of employee needs and aspirations, promoting a sense of accomplishment and fulfillment (Kuvaas, 2006).

Customization of reward systems, where rewards are tailored to the individual needs and preferences of employees, maximizes their effectiveness (Sadq et al., 2021). Employees value and are motivated by different forms of rewards; hence, personalized reward strategies enhance their relevance and impact on employee satisfaction and performance (Goldman, 2003).

The connection between rewarding and job satisfaction is well-documented. Effective reward systems enhance employees' perception of organizational justice and fairness. When employees feel they are rewarded commensurately for their contributions, it fosters positive attitudes towards the job and the organization (Rynes, Gerhart, & Parks, 2005).

In terms of career satisfaction, reward systems that recognize and value performance and contributions facilitate career progression. Employees are likely to be more committed to their professional growth within organizations that offer clear pathways for advancement, contingent on performance and contributions (Chiang & Birtch, 2010).

Beyond the professional realm, effective rewarding also influences life satisfaction. The validation and recognition that come with rewards boost self-esteem and overall well-being. When individuals feel valued and rewarded for their efforts, it cultivates a positive self-concept and

well-being, enhancing life satisfaction (Judge & Bono, 2001).

Moreover, organizational culture plays a pivotal role in amplifying the impact of rewarding. Cultures that inherently value, recognize, and reward contributions create a positive environment where employee satisfaction flourishes. This intertwining of culture and rewarding accentuates the positive impacts on job, career, and life satisfaction (Denison, 1990).

2.1.4. Teamwork

Teamwork is a central element of High-Performance Work Practices (HPWPs), underpinning organizational success by promoting collaborative efforts, innovation, and enhanced productivity. It extends beyond the functional aspects of working together to include psychological and social dimensions that profoundly impact job, career, and life satisfaction (West, 2004).

The construct of effective teamwork is founded on principles of clear communication, mutual respect, diversity, and inclusiveness (Faeq et al., 2022). Each team member brings unique skills, perspectives, and insights, contributing to a rich, dynamic environment where innovation and creativity thrive (Katzenbach & Smith, 1993). In such environments, employees often experience heightened job satisfaction, deriving fulfillment from their contributions to team successes.

The role of leadership in facilitating effective teamwork is pivotal. Transformational leaders, who inspire, motivate, and foster a positive team climate, are instrumental in elevating team performance and individual job satisfaction (Bass, 1985). Under such leadership, team members are empowered, valued, and engaged, leading to heightened job satisfaction and organizational commitment.

Teamwork also has a significant bearing on career satisfaction. Collaborative environments provide opportunities for professional development, learning, and growth. Interactions within teams foster knowledge sharing, skill enhancement, and

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career development (Wang & Noe, 2010). Employees who are part of high-performing teams often experience accelerated career progression and satisfaction (Faeq et al., 2020).

Furthermore, the social support inherent in effective teams contributes to life satisfaction. Team members provide emotional, informational, and instrumental support, acting as a buffer against work-related stress and enhancing overall well-being (Cohen & Wills, 1985). The social interactions and relationships developed within teams can profoundly impact individuals' psychological well-being and life satisfaction.

In an era where organizational structures are becoming more flexible and dynamic, cross-functional, and virtual teams are emerging as quintessential elements of organizational design. These diverse and geographically dispersed teams offer unique opportunities and challenges, underscoring the need for adaptable, inclusive, and effective teamwork practices to harness the full potential of diverse talents and skills (Gilson, Maynard, Jones Young, Vartiainen, & Hakonen, 2015).

2.2. Career Satisfaction

Career satisfaction pertains to the positive emotional response and attitude an individual holds towards their career progression, achievement, and overall journey. It is a crucial aspect that underlines individuals' psychological attachment to their professional life (Greenhaus, Parasuraman, & Wormley, 1990). The foundation of career satisfaction can be attributed to various elements, including achievement, recognition, work itself, responsibility, and advancement.

High Performance Work Practices (HPWPs) act as catalysts in fostering career satisfaction by creating pathways for growth and development, honing skills, and providing opportunities for advancement (Gupta & Shaheen, 2017). They facilitate an environment where employees can map their career trajectories, supported by organizational resources and opportunities. This alignment between individual career aspirations

and organizational support is pivotal in enhancing career satisfaction (Faeq et al., 2022).

The role of mentoring and coaching in fostering career satisfaction has been extensively highlighted in literature. Effective mentoring provides career insights, guidance, and support, enabling individuals to navigate their career paths effectively and derive satisfaction from their progression and achievements (Allen, Eby, Poteet, Lentz, & Lima, 2004).

In today's dynamic business landscape, career adaptability has emerged as a significant determinant of career satisfaction. The ability of individuals to adapt, change, and navigate through diverse career paths and challenges is pivotal (Faeq, 2022). HPWPs that focus on continuous learning, skill development, and adaptability foster an agile workforce that is not only adept at handling change but also derives satisfaction from the diverse learning and growth opportunities presented (Savickas & Porfeli, 2012).

Furthermore, the integration of technology in career development, such as e-learning platforms, virtual reality-based training, and AI-driven career development tools, has augmented the scope and accessibility of career growth opportunities. Such innovative practices align with individual's needs for autonomy and self-directed learning, contributing significantly to career satisfaction (Rosen, 2019).

Lastly, organizational culture and leadership play an indispensable role in shaping career satisfaction. A culture that promotes innovation, learning, and development, coupled with leadership that supports, recognizes, and rewards achievement, creates a fertile ground where career satisfaction flourishes (Schein, 2010).

2.3. Job Satisfaction

Job satisfaction, as a multifaceted construct, encompasses an individual's feelings, beliefs, and attitudes towards their job. It reflects the extent to which employees derive gratification and fulfillment from their work (Spector, 1997). The role of job satisfaction in mediating employee

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behaviour, performance, and retention is integral, making it a central focus in organizational studies. High Performance Work Practices (HPWPs) have a notable impact on job satisfaction by creating an enriched work environment. In particular, the provision of opportunities for skill development, the establishment of positive supervisor-employee relationships, and the creation of a supportive organizational culture have been identified as key determinants of job satisfaction (Harter, Schmidt, & Hayes, 2002).

Moreover, the job characteristics model suggests that core job dimensions, including skill variety, task identity, task significance, autonomy, and feedback, are intrinsically linked to job satisfaction (Hackman & Oldham, 1976). In contexts where HPWPs are implemented, these job characteristics are often optimized, leading to increased satisfaction and performance.

Job satisfaction is also closely linked to employee well-being. When employees are satisfied with their jobs, they are likely to experience reduced stress, enhanced mental health, and overall well-being (Wright & Bonett, 2007). This not only benefits the individual but also translates into reduced absenteeism, increased engagement, and higher productivity in the organizational context. One significant implication of job satisfaction relates to its role in talent retention. In an era where talent mobility is high, organizations are keen to identify strategies to retain skilled and capable employees. HPWPs, by enhancing job satisfaction, play a crucial role in not only attracting top talent but also ensuring their prolonged engagement and commitment to the organization (Shaw, Dineen, Fang, & Vellella, 2009).

An evolving perspective on job satisfaction in contemporary literature extends beyond the immediate job environment to consider the role of social and organizational justice. Fairness in decision-making processes, equitable treatment of employees, and transparent communication have emerged as pivotal in enhancing job satisfaction (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

2.4. Life Satisfaction

Life satisfaction reflects a global assessment of an individual's quality of life according to their chosen criteria, influenced significantly by job and career satisfaction (Diener et al., 1985). When employees find fulfillment in their professional roles and career trajectories, it often permeates other aspects of their lives, enhancing overall life satisfaction (Ismael, 2022).

The role of High-Performance Work Practices (HPWPs) extends beyond the workplace; these practices influence life satisfaction through work-life balance, organizational support, and job security. A supportive work environment that considers employees' well-being and outside-work lives fosters positive emotions and attitudes that enhance life satisfaction (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005).

Work-life balance is central to the discussion of life satisfaction. HPWPs that facilitate flexible work arrangements, support for family responsibilities, and adequate downtime contribute significantly to employee well-being and satisfaction with life (Greenhaus, Collins, & Shaw, 2003). Employees who can effectively balance their professional and personal lives are likely to experience increased life satisfaction, a factor that also positively impacts job performance and organizational commitment.

The psychological contract between the employee and the organization also plays a critical role in life satisfaction (Faeq & Ismael, 2022). When employees perceive that their organization fulfills its promises and commitments, such as career development, fair compensation, and job security, it elevates trust and satisfaction, leading to enhanced life satisfaction (Rousseau, 1995).

In addition, the social environment at the workplace, characterized by relationships with colleagues and supervisors, impacts life satisfaction. A positive, inclusive, and respectful social environment fosters a sense of belonging and social support, crucial elements that boost emotional well-being and life satisfaction (Helliwell & Putnam, 2004).

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2.5. Conceptual Framework

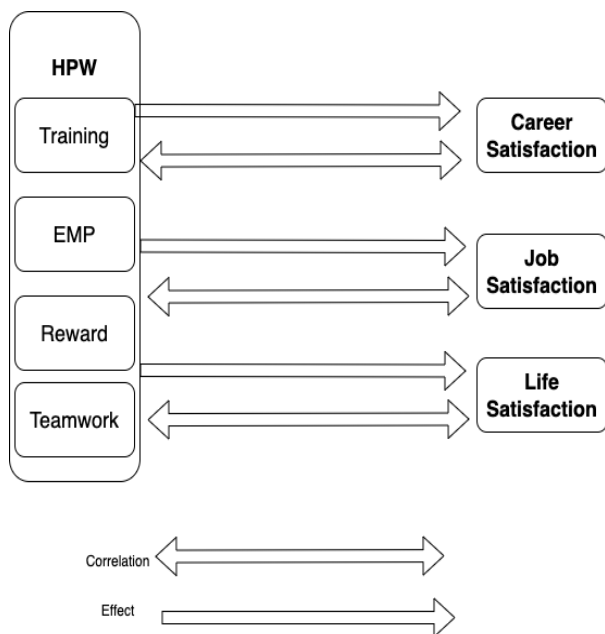


Figure 1: Research Model

2.6 Research Hypotheses

The following hypotheses have been proposed:

H1 a: There is a significant positive correlation between HPW and employees' career satisfaction.

H1 b: There is a significant positive correlation between HPW and employees' job satisfaction.

H1c: There is a significant positive correlation between HPW and employee's life satisfaction.

H2 a: HPW has a positive significant effect on employee's career satisfaction.

H2 b: HPW has a positive significant effect on employees' job satisfaction.

H2c: HPW has a positive significant effect on employee's life satisfaction.

III. Research Methods

3.1. Research Design

To complete the study's practical component, primary data was gathered using a survey questionnaire. The

demographic data of the respondents, as shown in Table (), is included in the questionnaire's first section. The study's independent variable is covered by twenty-one questions in the second section (HPW). Five (5) questions are used to measure (career satisfaction). Four (4) questions are used to measure (job satisfaction). Last, five (5) questions are used to measure (life satisfaction). A Likert scale with five outcomes— 1 for strongly disagreeing and five for strongly agree employed. The hypothesis was evaluated using SPSS V. 26, which was also used to examine the relationships between the variables using learner modeling (GLM) multiple regressions.

Table 1. Design of Questionnaires and References

Items	Researcher	N. of Questions
Demographic Information	Researchers	5
HPW	Karatepet & Vatankhan, 2015	21
Training		6
Empowerment		5
Reward		5
Teamwork		5
Career satisfaction	Karatepe & Kradas, 2015	5
Job satisfaction		
Life satisfaction		

Sample Size and Data Collection: The target population of the current study consists of all full time academic staff in Komar University in Sulaymaniyah city, Kurdistan Region – Iraq. At the time of conducting this study, there were 124 academic staff, as appeared in appendix no. (1). A total 112 questionnaires were distributed to academic staff, 92 of them being usable. To avoid bias, the following steps were taken firstly, sending questionnaires with a cover letter, and using a face-to-face method for data collection, secondly, obtaining the response after two weeks Vis a face-to- face meeting.

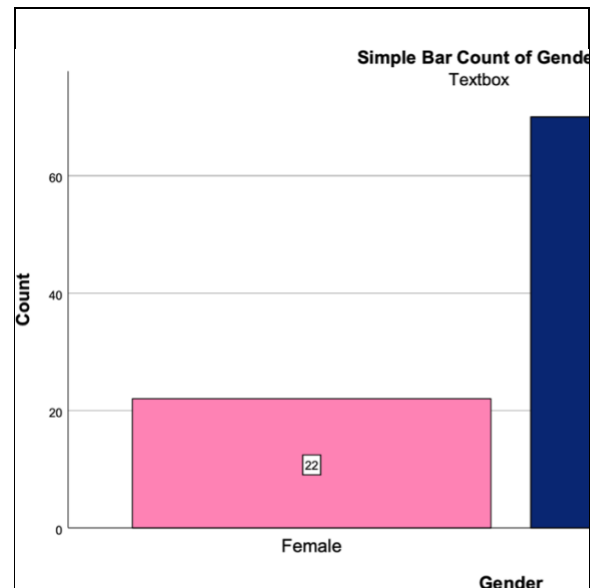
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IV. Data Analysis

Demographic Analysis

The data set comprises of an expansive range of observation points, each member is a member on faculty at KUST university. It is a representative sample of gender diversity that incorporates a range of education levels. In our dataset the respondents vary in gender, age, education level, and working experience. The majority of respondents have at least a master's degree and are within the 6 - 10 years working experience range. This means that they are well enough advanced in career, life experience and age to be able to comprehend the nuances of our survey, making it a conscientious group. This likely influences the perception of satisfaction they have in all the three factors we have assessed.

The bar chart presented fig 2 the distribution of a certain population by gender. It clearly delineates a significant disparity between the two recorded genders, with males represented substantially more than females. Specifically, the male count stands at 70, a figure more than triple that of the female count, which is reported at 22. The visual contrast is stark, with a towering blue bar for males overshadowing the modest pink bar for females. This visual quantification provides an immediate and impactful representation of gender distribution within the surveyed group, highlighting a pronounced skew towards male subjects. The simplicity of the chart's design, with its uncluttered aesthetic and direct labeling, serves to deliver these insights in an accessible and undistracted manner.



The chart features five age ranges along the x-axis, each represented by a blue bar corresponding to the count of individuals within that range. The y-axis shows the count, indicating the number of individuals in each category as shown in fig 3.

Figure 2: Gender

The age ranges and their respective counts are as follows:

- 18-25 years: A relatively low count of 4, illustrated by the shortest bar.
- 26-30 years: A modest increase to a count of 20.
- 31-40 years: The highest count observed at 52, indicated by the tallest bar, suggesting this is the most populous age group.
- 41-50 years: A decrease to a count of 10.
- More than 50 years old: The count drops further to 6.

This distribution suggests a bell-shaped curve, typical of many natural and human-made phenomena, where the median age group (31-40 years)

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has the highest frequency. The chart simplifies complex data into an easily digestible format, enabling viewers to quickly grasp the agedynamics of the population in question. The bars' incremental heights clearly demonstrate the varying population densities across the age spectrum, with a notable concentration in the middle age range.

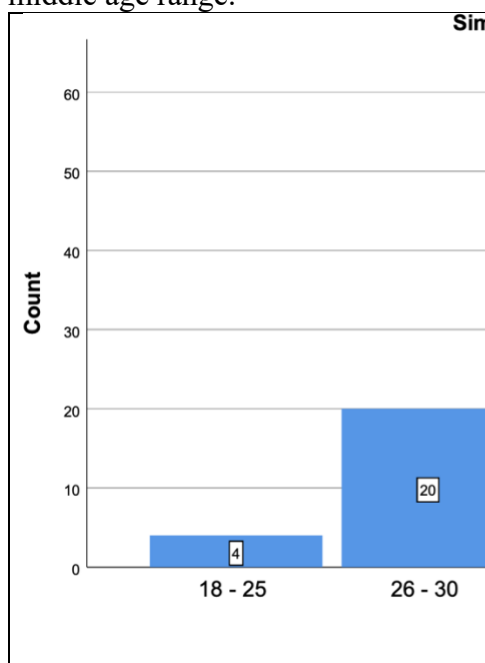


Figure 4: Age

The bar chart from fig 4 depicts a comparison of individuals across three different levels of educational attainment: Bachelor's degree, Master's degree, and PhD or equivalent. The x-axis categorizes the education levels, while the y-axis represents the count of individuals holding each degree.

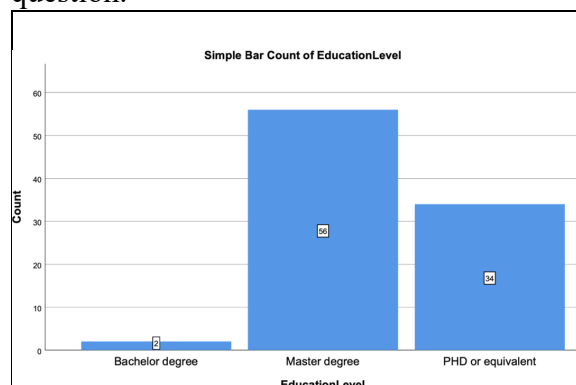
Here are the details of the chart:

The first bar represents individuals with a Bachelor's degree, the count for which is notably low at 2, making the bar barely visible.

The second bar, representing those with a Master's degree, is the most prominent with a count of 56, indicating that the majority of the individuals in the dataset have obtained this level of education.

The third bar shows individuals with a PhD or equivalent, with a count of 34, which is significantly higher than the Bachelor's but still less than the Master's degree holders.

The visual representation shows a higher concentration of advanced degrees within the surveyed population, suggesting a highly educated group with a significant number favoring a Master's degree over the other levels of education. The chart's layout allows for a quick assessment of educational distribution and points to the relative academic achievements of the population in question.



From fig 5 provides a visual summary of the

Figure 3: Educational Level

work experience levels within a given population. The chart is segmented into five categories, each representing a range of years of experience, and the y-axis indicates the count of individuals within each category.

Here's a breakdown of the chart:

The first bar represents individuals with 11-15 years of experience, showing a count of 20.

The second bar, depicting 1-5 years of experience, has a slightly higher count of 22,

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indicating this is a common experience level within the group.

The third bar, for 6-10 years of experience, has the highest count at 24, suggesting that a plurality of the individuals fall within this experience range.

The fourth bar shows that only a small number, 6, have less than one year of experience, making it the least common category.

The final bar, representing those with sixteen and more years of experience, rebounds to a count of 20, on par with the first category.

The distribution of work experience showcased in the chart indicates a workforce with a substantial amount of experience, particularly highlighting a concentration of individuals in the mid-range (6- 10 years) of professional experience. The relatively low number of individuals with less than one year of experience might suggest either a lower turnover or hiring rate for entry-level positions, or a dataset that does not include many early-career professionals. The chart effectively communicates the varying levels of experience within the group, with an overall trend towards moderate to extensive work history.

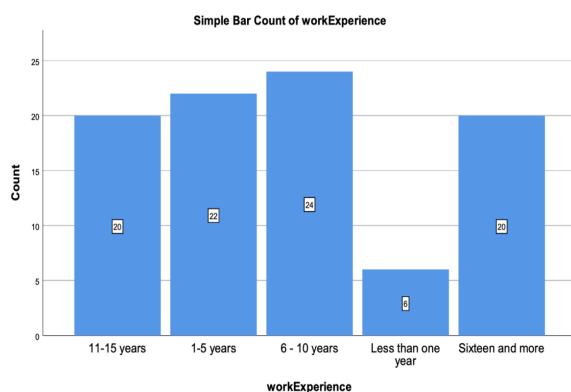


Figure 5: Working Experience

Data Overview

The dataset consists of survey responses from Academic staff focusing on their job, life, and

career satisfaction and the other part or the other side of the scale HPW. Key demographic variables include gender, age, education level, and working experience. The survey includes several questions about respondents' satisfaction in different aspects of their lives and careers.

Employee satisfaction is a complex concept in the psychology of organizational behavior, in our survey, we attempted to give merit to this complexity through asking a comprehensive analysis of the dependent and independent variables, while also adding some questions that will help us speculate about the results themselves.

High performance work environments are impacted by several factors and because of this, the research paper offers three hypothesis that looks at three factors against perceived HPW. The three factors chosen are perceived life, job and career satisfaction. Researchers decided to do a Pearson's correlation test using SPSS to analyze the strength and significance of these relationships along with a regression analysis to look into what percentage of these factors contribute to overall satisfaction, provided that there is a perceived high performance work environment.

The survey used is an extensive tool that was thoroughly planned out and constructed with an emphasis on these factors and it has several follow up questions that looks at specific dimensions of each factor, to be able to assess satisfaction levels better and speculate on possible reasons for the results of the regression and correlation tests. For example, the follow up questions to "I am satisfied with the progress I have made toward meeting my overall career goals", includes specific dimensions that look at progress, income, success and advancement. As it can be seen from the format of the

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question it was done on a Likert Scale that we later assigned an array of numbers to from 1 to 5 ranging from Strongly Disagree to Strongly Agree.

Descriptive Analysis

The data set comprises of an expansive range of observation points, each member is a member on faculty at KUST university. It is a representative sample of gender diversity that incorporates a range of education levels. In our dataset the respondents vary in gender, age, education level, and working experience. Before table 6 we start anything we have to do Cornbranch's Alph test to see how reliable is out data and we get .944 out of 1 which is very high and close to 1 meaning out data is reliable and we can work on it :

Table 2. Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.944	31

The majority of respondents have at least a master's degree and are within the 6 - 10 years working experience range. This means that they are well enough advanced in career, life experience and age to be able to comprehend the nuances of our survey, making it a conscientious group. This likely influences the perception of satisfaction they have in all the three factors we have assessed. Satisfaction Responses:

Descriptive Statistics of the Life Satisfaction

As evidenced in Table 7 summary of the mean and standard deviation for job satisfaction. The frequency distribution for the 5 items shows the mean (3.30) and standard deviation (0.15). The results show

that the means on all items were high (greater than 3). As a result, the sample data is meaningful for achieving the current research's objectives.

Table 3. Descriptive Statistics Analyses

	HPWS	Car.	Life	Job
Mean	3.4	3.4	3.3	3.3
Standard Error	0.16	0.16	0.15	0.16
Median	4	4	3	4
Mode	4	4	3	4
Standard Deviation	1.109	1.08	1.02	1.142
Sample Variance	1.23	1.18	1.06	1.30
Kurtosis	-0.24	-0.49	-0.72	-0.64
Range	4	4	4	4
Minimum	1	1	1	1
Maximum	5	5	5	5
Sum	159	159	152	155
Confidence Level(95.0 %)	0.3295	0.323	0.305	0.339

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Table 4. Correlation Analysis

		HPW	CS	JS	LF
HPW	Pearson Correlation	1	.889**	.845**	.817**
	Sig. (2-tailed)		.000	.000	.000
	N	92	92	92	92
CS	Pearson Correlation	.889**	1	.845**	.843**
	Sig. (2-tailed)	.000		.000	.000
	N	92	92	92	92
JS	Pearson Correlation	.845**	.845**	1	.848**
	Sig. (2-tailed)	.000	.000		.000
	N	92	92	92	92
LF	Pearson Correlation	.817**	.843**	.848**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	92	92	92	92

Table 8 shows that indicate that there is a positive and significant relationship between HPW and career satisfaction with a correlation of (0.889) use (H1a). Moreover, it can be seen that HPW is positively and significantly correlated with job satisfaction with a correlation of (0.845) use (H1b). While the results show that there is a positive and significant relationship between HPW and life satisfaction with a correlation of (0.817) uses H1c Then, all the correlation hypotheses were accepted.

The result in Table 9 shows a positive and significant effect of HPW on career satisfaction ($t = 39.121$, $p > .05$). The result suggests that career satisfaction is expected to increase HPW has a beta value of equal to 1.087. Therefore, hypothesis (H2 a) is supported.

Table 5. Regression Analysis between HPW and Career Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.304	.112		2.723	0.03
	HPW	1.08	.029	.842	39.121	.000

a. Dependent Variable: Career satisfaction

Moreover, the result in Table 9 shows a positive and significant effect of the HPW on Job Satisfaction ($t = 32.386$, $p > .05$). The result suggests that job satisfaction is expected to increase when the HPW has a beta value equal to 1.235. Therefore, hypotheses (H2b) are supported.

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Table 6. Linear Regression between HPW and job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.426	.142		2.990	.002
EC	1.235	.037	.714	32.58	.000

a. Dependent Variable: Career Satisfaction

Table 7. Linear Regression between HPW and Life Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.024	.104		.234	.815
P	1.006	.026	.843	37.476	.004

a. Dependent Variable: Life Satisfaction

V. Conclusion

Through an analytical approach to the questionnaire data, the study has unveiled that high-performance work practices are critical and are characterized by four key aspects: training, empowerment, reward systems, and teamwork. At KUST, such practices are essential for maintaining alertness and for leveraging insights from the business environment to manage operations and personnel effectively. The topic of satisfaction in one's career, job, and life has not been extensively covered in existing research, particularly within the context at hand. The Halabja Group's success in enhancing academic staff satisfaction is likely to be influenced by the degree to which

they implement these comprehensive work practices. The university's focus on high-performance work practices is crucial for its success and the fulfillment of its employees. Lastly, the research demonstrates a positive correlation between these work practices and overall satisfaction in career, job, and life among the staff, indicating the importance of these practices in achieving workplace contentment.

Recommendations

Based on the conclusions of this research, recommendations have been formulated to enhance the positive aspects and address the negative and weak aspects of the higher education sector in the Kurdistan Region of

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Iraq. Firstly, the Kurdistan University of Science and Technology (KUST) is advised to increase the level of High Performance Work (HPW) by adopting a strategic direction with short, medium, and long-term plans aimed at achieving their goals. Furthermore, KUST should establish connections with international universities to identify modern methods that can be implemented to achieve a high level of HPW in the higher education sector.

Additionally, it is suggested that the administrative structure of the sector be updated to align with managerial developments, thereby reducing routines and bureaucracy at work. KUST should also focus on the four main factors - training, empowerment, reward, and teamwork - to foster significant relationships with academic staff and students. It is also recommended that KUST decision-makers listen to and

benefit from the views, ideas, proposals, and suggestions provided by the academic staff.

Future Work

Regarding future studies, this research proposes several research titles related to the variables of the current research. These include examining the effect of HPW on career, job, and life satisfaction through comparative research across various sectors in the Kurdistan region, exploring the role of HPW on job embeddedness, and investigating the relationship between HPW and career, job, life satisfaction, and its effect on competitive advantage. It is noted that training might not be entirely effective in achieving desired outcomes, and the approach towards academic staff and teamwork could be enhanced for better performance and accuracy also can be done with mix method approach and also stander holler collaboration.

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