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L'INFLUENCE DU SYSTEME DE TRAVAIL A HAUTE PERFORMANCE (HPWS) SUR LA PERFORMANCE INDIVIDUELLE DU PERSONNEL EN CONTACT AU SEIN DES SOCIETES COTEES EN BOURSE AU MAROC

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RESUME

L'objectif de cet article est de mettre en lumière le système de travail à haute performance (HPWS), composé de pratiques RH et comment ce dernier impacte la performance individuelle du personnel en contact qui travaille au sein des sociétés cotées en bourse au Maroc. Le but est donc d'analyser empiriquement cette relation à travers un questionnaire qui a été administré auprès de 76 employés qui opèrent auprès des clients ou des fournisseurs des sociétés cotées en bourse. Les résultats obtenus indiquent que la formation du personnel en contact influence positivement leur performance individuelle contrairement à l'autonomie et aux récompenses qui n'ont aucune influence sur leur performance. Les implications résultantes de cette recherche ont aussi été suggérées afin de combiner un grand nombre de facteurs et réussir l'implémentation de ces pratiques dans différents environnements. Quant aux perspectives de recherche futures, il serait enrichissant de s'intéresser à différentes catégories d'employés et de comparer leurs perceptions avec celles des managers

MOTS CLES : Système de travail à haute performance (HPWS), autonomie, récompenses, formation, performance individuelle, personnel en contact, sociétés cotées en bourse.

ABSTRACT

The objective of this article is to highlight the High-Performance Work System (HPWS), made up of HR practices and how it affects the individual performance of bondary spanners in traded companies in Morocco. The aim is therefore to empirically analyze this relationship through a questionnaire that was administered to 76 employees who work with customers or suppliers of traded companies. The results revealed that the training of Bondary spanners positively influences their performance, whereas empowerement and rewards have no influence on their performance.

The implications resulting from this research have also been suggested with the aim of combining a large number of factors in order to successfully implement these practices in different environments. As for future research perspectives, it would be very interesting to look at different categories of employees and compare their perceptions with those of managers.

KEYWORDS:

High performance work system (HPWS), empowerment, rewards, training, individual performance, Bondary spanners, traded companies.

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INTRODUCTION

Following the multiplication of waves of organizational restructuring and their work reorganization projects, we have recently witnessed the emergence of a new management paradigm known as "high performance work systems". This paradigm asserts itself as a synthesis of the experiments of the 1980s and 1990s (Ichniowski et al, 1996). It is based on the idea that employees are an important and lasting source of competitive advantage, which materializes through their cooperation with management, the desire to join forces in the pursuit of mutual gains. The "high performance" management model is associated with the adoption of a set of so-called mobilizing human resources (HR) management practices (high-involvement management practices, high-commitment practices.

Indeed, the employee's performance was often perceived as, the financial or non-financial result achieved by the employee J. Anitha, (2014), she is considered as a logical outcome of the introduction of HR practices within companies. Several studies have empirically demonstrated this relationship(West et al., 2006; Zhang and Morris, 2014). However, the majority of this research is only interested in the effect of these managerial practices on the behavior of employees in general and not targeted at a very specific category of collaborators who are the « Bondary spanners ».

The bondary spanners or the employees who work at the bondary of the company are the key factors of its performance. They are in direct contact with clients and suppliers, which enables them to participate actively in the performance of the organization ((Gibbs and Ashill, 2013 Li et al., 2019). As a result, they will be more likely to be influenced by HR practices. This has been revealed in the few scientific writings that deal with this problem. This is the case with the work of Gibbs (2013) and Shumaila Naz (2019) which have shown that HPWS positively contribute to employee performance.

However, this work mobilized the concept "High-performance work systems (HPWS)" in its entirety, without being neither well specified and detailed, therefore, understanding the role of HPWS in the development of individual performance at the bondary spannersis still insufficient. To fill this gap, it would be very relevant to study the HPWS as a second-order variable in order to determine, among its dimensions, those which favor the performance

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THE INFLUENCE OF HIGH-PERFORMANCE WORK SYSTEM (HPWS) ON THE INDIVIDUAL
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surge among the bondary spanners and more precisely in a more regulated context such as traded companies.

Indeed, these companies have the mission of ensuring the "financing of the economy" by "the public call for savings" by organizing the "negotiation" of title deeds (shares) and long-term debt securities term (bonds), their number is 76 traded companies.

The objective of our research therefore consists in proposing a conceptual framework which links the three dimensions of the "high-performance work systems (HPWS)"(empowerment, training, rewards) with the individual performance of bondary spanners in the traded companies.

The structure of this research revolves around three parts. The first will give an overview of the literature review in order to highlight the main concepts used and give a theoretical basis to the various hypothesis formulated. Thereafter, the research methodology will be presented. The second part will present the main results obtained as well as a discussion of the results. As for the third part, this is the conclusion which highlights the main contributions of the study, its shortcomings as well as the future paths of research.

1. LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

1.1. INDIVIDUAL PERFORMANCE

Nowadays, the question of individual performance at work is increasingly addressed in academic and professional circles. In the current context, characterized by strong competition and an increased financial crisis, the competitiveness of companies depends more on the performance of their human capital. Indeed, the performance of a company is strongly correlated with the individual performance of its staff since it should implement the organizational strategy and deploy the means necessary to achieve the prescribed objectives. Campbell (1990) defined individual work performance as a series of behaviors or actions which are appropriate for achieving the objectives of a company and which are measurable in terms of skill level and participation in the objectives (1999, p. 402).

More recently, Motowildo (2003, p.39) has proposed a definition that reflects a significant advancement: "Work performance is characterized as the total value expected by the organization of episodes of discrete behavior exercised by individuals during a period of time".

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This definition underlies many important assertions (Charles-Pauvers et al, 2007). First of all, individual performance refers to behaviors that the company values and expects from its employees. It describes an associated set of discrete behaviors that would positively influence the achievement of organizational objectives (productivity, creativity, profitability, growth, quality, customer satisfaction) and that individuals will deploy over different periods of time (behavioral episodes: motivation, skill, know-how, quality of work, etc.).

Bourguignon (1997) has grouped the meaning of the word performance, in the field of management, around three definitions, namely:

1) Performance is success: from this point of view, a positive value judgment is made even if each company focuses on its own representation of success. Performance does not exist in itself and it will be distinct from one organization to another, but also from a group of actors to another within the same company.

2) Performance is the result of action: it can be summarized by the degree of achievement of the goals, objectives and programs that a company has set for itself.

3) Performance is action: In this sense, rarer in French than in English, performance is a process and not a result that appears at a point in time. It is the putting into practice of a skill which is only potential.

Three components (aspects) of performance can be identifed: Financial results (profits, sales, market share), organizational results (productivity, quality, efficiency) and results related to human resources (satisfaction).

1.2. HIGH PERFORMANCE WORK SYSTEM (HPWS)

The "High Performance" system encompasses both systemic approaches, being made up of both "high-commitment" and "high-involvement" elements, but by broadening its strategic scope (Zacharatos et al.2005). These systems emphasize the potential competitive advantages that could be realized by employees through HR practices that consider them with respect, target their development, promote their confidence and their commitment to achieve the organization's objectives (Lepak et al, 2006). Takeuchi et al, (2007) define this system by "a group of distinct but interconnected HR practices aimed at improving the skills and efforts of employees" (p. 1069).

In companies, individual HR practices are, for the most part, grouped in the form of systems or clusters of HR practices called bundles. Clusters are made up of interrelated HR practices that demonstrate consistency between them.

The concept of « High performance work system» in human resources management is also similar to the concept of "high commitment HRM system" in scientific documentation. There is also an additional synonym that refers to the concept of a system of high performance HRM practices such as the term high involvement HRM system. The system of high performance HRM practices has two main dimensions: (1) practices linked to human resources management in the HRM system and; (2) performance (Boxall and Macky, 2009). The study by Yongmei Liu et al. (2006) targets 13 practices forming an HRMS SPHP such as training, variable compensation, employee participation in managerial decisions, staff selection, internal promotions, human resources planning, flexible working hours, procedures allowing employees to present their demands, recognition programs, autonomous teams at work, information sharing with employees and job security. Shih et al. (2006), explore the practices of selection, staff training, information sharing, organizational commitment, job security and recognition programs as practices of the HR system. As part of a system of high performance HRM practices, Evans et al. (2005) integrate personnel selection, autonomous work teams, decentralization of business decisions, continuing education and job rotation. In this article, we will focus on three HR practices (Empowerement, Training and Rewards)

1.2.1 EMPOWEREMENT AND INDIVIDUAL PERFORMANCE

Empowerement is considered to be the result of the social movements of the 60s and post-60s, it is associated with research programs on organizational development which have been integrated into the school of human relations (Prasad et al. 2001). The latter responded to employees' distrust of taylorism and argued that workers can remain unsupervised and would be motivated if they had the opportunity to participate in the organization's decision-making. Empowerement has therefore captured the attention of academics in all disciplines such as cognitive psychology and organizational studies.

In other words, empower employees implies empowering them or delegating part of their power to them. For many traditional researchers, empowerement if it is well adopted, brings

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THE INFLUENCE OF HIGH-PERFORMANCE WORK SYSTEM (HPWS) ON THE INDIVIDUAL PERFORMANCE OF BONDARY SPANNERS WITHIN TRADED COMPANIES IN MOROCC0

with it a whole series of advantages such as motivation, reactivity, staff loyalty, improved performance and benefits.

For psychologists, empowerement is considered as an employee perception or a cognitive state, it is considered either as a motivational / psychological state, or as a set of practices associated with the empowerment of employees with decision-making power. Thus, many researchers have attempted to measure the different cognitive components that constitute empowerement, such as: impact; the competence; meaning and choice. Other authors, such as Mathews et al. (2003) tried to measure the factors contributing to the empowerement of the organization, such as: the structural framework of the organization; control of workplace decisions and employee access to information.

Kenneth and Sky (2010) in their empirical research on the impact of employee empowerement on their performance in certain manufacturing organizations in Europe and India, identified significant correlations: any impact of employee empowerement on their performance individual depends on behavioral effects, which are improving group capacity, improving meaning, etc.

Other studies based on empirical results have shown the positive relationship between employee empowerement and individual employee performance.

Therefore, we can formulate our hypothesis as follows:

H1: empowerment of bondary spanners positively influences their individual performance

1.2.2 TRAINING AND INDIVIDUAL PERFORMANCE

The training aims to improve the skills of employees on current and future jobs. High performance training and development practices can include cross-functional and cross-functional training as well as training in company-specific skills (Posthuma et al, 2013). This HR practice is imperative, because it is directly linked to the functional capacity of an organization that strives to operate at an optimal level in order to provide its employees with a means of developing new skills.

Despite its importance, this form of HR practices is often considered an organizational expense and is generally reduced due to budgetary constraints. Unfortunately, such a measure can harm an organizational competitive advantage, since previous studies have revealed a positive

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THE INFLUENCE OF HIGH-PERFORMANCE WORK SYSTEM (HPWS) ON THE INDIVIDUAL PERFORMANCE OF BONDARY SPANNERS WITHIN TRADED COMPANIES IN MOROCC0

relationship between training, individual performance and organizational performance (Shuck, Twyford, Reio, & Shuck, 2014).

A large majority of organizations that rely on HPWS focus on engagement training rather than training focused on control-based management systems. Training employees on how to solve problems, take initiative, suggest changes to the organization's working methods demonstrates employee recognition and buy-in for results-based compensation programs.

Unlike many organizations that view training as a luxury that can be eliminated, HPWS systems carefully determine the type of training needed to achieve organizational goals in order to invest heavily to help employees optimize their ability to succeed and improve their individual performance. Research results indicate that employee participation in training increases their sense of belonging, their commitment, as well as their ability to contribute to the achievement of crucial organizational objectives.

Therefore, we can formulate our hypothesis as follows:

H2: the training of bondary spanners positively influences their individual performance

1.2.3 REWARDS AND INDIVIDUAL PERFORMANCE

 - Intrinsic rewards

   First, the rewards for disseminating individual knowledge to the rest of the organization can be intrinsic, that is, useful as such. The rewards then relate to insubstantial elements such as: (1) Personal satisfaction and self-esteem (M. Wasko, 1998). In particular, through the dissemination of individual knowledge, individuals are satisfied by the development of their capacity to hold valuable knowledge for the organization. (2) The opportunity to help others. Previous studies of altruism have shown that helping others is fun. (3) Improved efficiency at work, for example by formalizing one's own knowledge.

- Extrinsic rewards

Rewards for the dissemination of knowledge can therefore also take more tangible or extrinsic forms.

The extrinsic benefits in knowledge management relate to organizational rewards for the exchange or dissemination of knowledge such as: (1) Economic incentives in the form of salary increases, bonuses, stock options or increased security. (2) Access to information and

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THE INFLUENCE OF HIGH-PERFORMANCE WORK SYSTEM (HPWS) ON THE INDIVIDUAL PERFORMANCE OF BONDARY SPANNERS WITHIN TRADED COMPANIES IN MOROCC0

knowledge shared by other contributors (3) Career advancement when storage and dissemination behaviors are assessed and valued. (4) Development of reputation and acquisition of an expert image in the organization (5)

From these different formulated hypothesis, we can propose the conceptual model of our research (Figure 1)

Therefore, we can formulate our hypothesis as follows:

H3: the reward of bondary spanners positively influences their individual performance.
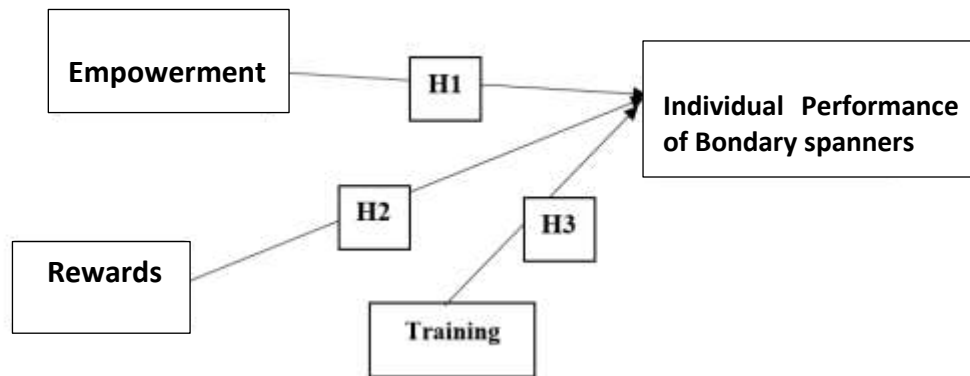
Our conceptual model can be presented as follows:

Figure 1. Conceptual research model

2. RESEARCH METHODOLOGY

This second part is concerned with the choice, the description of the sample studied, the development of the questionnaire and also with the chosen statistical method.

2.1. CONSTRUCT MEASUREMENTS

The measures of our constructs were adopted from previous work. The individual performance variable was measured using the scale developed byLam Wai et al. (2011). For the empowerment variable, we used the measurement scale of Hayes, (1994). For the Reward variable, we used the measurement scale of Boshoff and Allen, (2000). As for the Training variable, we used the Boshoff and Allen (2000) scale.

All items are assessed on a Likert scale from 1 to 5 from "strongly agree" to "strongly disagree". The questionnaire also contains a section for socio-demographic data. Also, since the majority of the measurement scales used come from the Anglo-Saxon literature, it was also very

important to use them. For this, we choose the "blind parallel" method proposed by Usunier (1992). Then, we used a test of our questionnaire with a group of 8 PhD students and a professor. Thanks to their feedback, we were able to make improvements, simplifications, and modifications to some terms and questions that were difficult to understand. At the end, we were able to have the final version of our questionnaire.

Table 1. Measurement scales used

Variable	Authors	Items
Individual performance	Lam Wai et al. (2011)	Organizational changes are a challenge for me.
		Changes in my organization represent promotional opportunities.
		I have to adapt to organizational changes to improve my performance.
		Any change in my organization will affect my motivation and my professional performance.
		The result of organizational changes will reflect the overall performance of the employee's work.
Empowerment	Hayes (1994).	I have full power to resolve clients / suppliers issues.
		I can take the initiative myself to manage clients / suppliers issues.
		I can resolve the difficulties related to clients / suppliers without having to resort to the intervention of the general management.
		I am mandated by the board to take the necessary decisions to resolve clients/ suppliers issues.
		In order to solve clients / suppliers problems, i ensure good management of procedures.
Awards	Boshoff and Allen (2000)	If i improve the quality of service offered to the clients, I will be rewarded.
		The rewards I receive are proportional to the services offered to clients.
		I receive rewards when i assist clients well
		I get rewards when i effectively solve clients / suppliers issues.
		I receive rewards for meeting customer needs.
Training	Boshoff and Allen (2000)	I continue to follow training sessions so that I am able to offer good services to clients / suppliers.

ISSN : 2665-7414, e-ISSN : 2665-7341

THE INFLUENCE OF HIGH-PERFORMANCE WORK SYSTEM (HPWS) ON THE INDIVIDUAL PERFORMANCE OF BONDARY SPANNERS WITHIN TRADED COMPANIES IN MOROCC0

		Before having a good contact with clients / suppliers, I did a training on the management of the clients / suppliers relationship.
		Training has already been offered to me on how i should better serve clients / suppliers.
		I did training to better manage clients complaints.
		I did a training in order to best solve the problems highlighted by the clients.
		I have been trained to deal adequately with clients dissatisfaction.

2.2 CHOICE OF SAMPLE

Our sample reflects employees working within traded companies. The administration of the questionnaire was done online. This mode allowed us to save time, the financial cost was almost zero, and a mastery of omitted values. The number of responses received in the first place was 94, 76 of which were usable. A description of the characteristics of our respondents is presented in the following table:

Table 2. Demographic characteristics of respondents.

Characteristics of respondents	Number of respondents	Percentages 71
Gender		
Man	64	0.84
Women	12	0.16
Age		
25-35	28	0.37
35-45	25	0.33
Over 45	23	0.30
Diploma		
Normal cycle	17	0.22
Master and equivalent	38	0.50
Continuing education	21	0.28

2.3 DEFINITION OF THE METHOD « STATISTICAL ANALYSIS »

For the statistical analysis of our model, we opted for structural equation modeling (MES). For this, we chose modeling by the Partial least squares (PLS) approach. Because this method is more suitable in case of small sample and also it is more adapted to the development of

theories, to predictive causal analyzes in complex situations and to weak theoretical information (Balambo, Baz, and Lazaar 2015)

3. ANALYSIS OF RESULTS AND DISCUSSIONS

3.1. EXPLORATORY FACTOR ANALYSIS

Since all the measures used in our questionnaire come from English-speaking literature, we deem it relevant to use exploratory factor analysis in order to study the properties of each of the measurement scales. To this end, we opted for the principal component analysis (PCA). By this method we tried to extract the main factorial axes and to retain only the variables which have a factorial contribution greater than 0.5. To assess the reliability of each construct, we used the Cronbach's Alpha coefficient. A value greater than 0.7 of this coefficient is acceptable depending on(Jun C Nunnally 1978). However, before starting these steps it was first necessary to ensure the factorability of the data, to do this, two statistical tests are possible: the Kaiser-Meyer-Olkin test and the sphericity of Bartlett. The first test must be greater than 0.6 and the second must tend towards the value zero.

The results obtained from the SPSS 21 software tell us that the Bartlett Sphericity test is significant for all the factors selected. Also, the results show that the Kaiser – Meyer – Olkin index (KMO) has a value that varies between 0.7 and 0.8 which greatly exceeds the acceptable level of 0.6. Also, the results obtained indicate that all factor loading exceeds 0.5 with the exception of item No. 5, for the individual performance variable and item No. 4 for the reward and empowerment variable. These items have been deleted and the CPA has been renewed iteratively. Subsequently the coefficient of Alpha Cronbach was calculated for each variable, indicating that all the constructs proposed have internal consistency and are therefore considered to be reliable(JC Nunnally and Bernstein 1994).

Constructs	Items	Factorability test	Variance	Loadings	Cronbach's alpha
Individual performance	INDV_P1 INDV_P2 INDV_P3 INDV_P4	KMO:, 881 χ2: 604,080 df: 10 p: 0.00	50,375	, 655 , 640 , 528 , 686	, 959
Empowerment	EMP1 EMP2	KMO:, 814 χ2: 164,207 df: 10	72.311	, 623 , 682	, 825

ISSN : 2665-7414, e-ISSN : 2665-7341

THE INFLUENCE OF HIGH-PERFORMANCE WORK SYSTEM (HPWS) ON THE INDIVIDUAL PERFORMANCE OF BONDARY SPANNERS WITHIN TRADED COMPANIES IN MOROCC0

	EMP3 EMP5	p: 0.00		, 512 , 618	
Rewards	REC1 REC2 REC3 REC5	KMO:, 712 χ2: 92,298 df: 3 p: 0.00	71,738	, 802 , 631 , 861 , 669	, 806
Training	FOR1 FOR2 FOR3 FOR4	KMO:, 805 χ2: 102,285 df: 10 p: 0.00	62.235	, 639 , 638 , 602 , 717	, 721

3.2. CONFIRMATORY FACTOR ANALYSIS

According to Fornell *et al., (1988)*, in structural equation modeling, two stages are used for the conceptual model test: the measurement model test and the structural model test.

3.2.1 MEASUREMENT MODEL TEST

We will now analyze the validity and reliability of our reflexive latent variables. This step will consist in evaluating for each variable: the factorial contributions (loadings) which must be greater than 0.708(Hair et al. 2018), reliability is assessed by composite reliability (CR), it must be greater than 0.7 (Joseph F Hair 2017), convergent validity (the mean variance extracted "AVE" proposed byFornell et al., (1988) must be greater than 0.5 and for discriminating validity, the square root of the AVE must be greater than the highest correlation existing. TheTable 4shows that the reliability and the convergent validity of the different constructs are confirmed.

Table 4. Reliability and convergent validity.

Constructs	Items	Loadings	CR	AVE
Individual performance	INDV_P1 INDV_P2 INDV_P3 INDV_P4	**0.805** 0.807 0.714 0.838	**0.870**	**0.627**
Empowerment	EMP1 EMP2 EMP3 EMP5	**0.665** 0.696 0.897 0.725	0.878	0.707
Reward	REC1 REC3 REC5	**0.677** 0.879 0.836	0.911	0.774
Training	FOR1 FOR2 FOR3 FOR4	**0.800** 0.804 0.766 0.849	0.882	0.717

The discriminant validity test is carried out with reference to the approach of Fornell et al., (1988). The discriminant validity is verified when the shared variances of each construct of the model and its indicators (measured by the square root of the average variance extracted) are greater than the variance shared between this construct and the other indicators (measured by the correlations between the constructs), therefore the indicators have a stronger correlation with the latent variable that they represent than with the other latent variables. The Table shows that the discriminant validity of the different constructs of our model is verified.
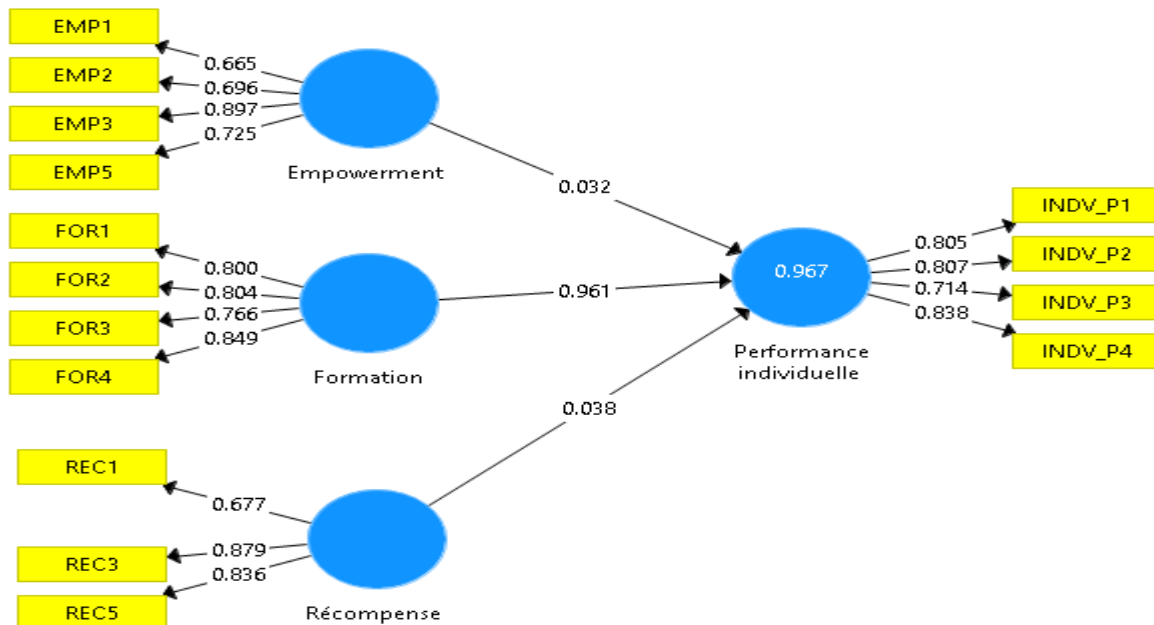
Table 5 : The discriminating validity

	Empowerment	Training	Individual performance	Rewards
Empowerment	**0.752**			
Training	-0.222	**0.805**		
Individual performance	-0.225	0.782	**0.792**	
Reward	-0.254	0.798	0.709	**0.802**

Square root of the average variance extracted.

Figure 2 : Measurement model test result

3.2.2 HYPOTHESIS TESTING

The first step in the analysis of the structural model is to verify the absence of multicollinearity, between the explanatory variables. For this, we will use the Variance Inflation Factor (VIF). According to Hair et al (2017), the absence of collinearity between the independent variables will be verified, if VIF is less than the value 5. For our model the values of VIF obtained for empowerment, rewards and training are respectively: 1.054, 1.056, 1.002. From this, we can conclude that there is no collinearity between the explanatory variables. And therefore, we can continue to examine our structural model. The next step concerns the evaluation of R^2, this coefficient allows us to know to what percentage the exogenous variables explain each endogenous variable in the model. According to Croutsche, (2002), a value of R^2 higher than 0.1 means that the model is significant. In our case, $R^2 = 0.967$ which means that the explanatory variables strongly participate in the formation of the dependent variable. In order to determine the predictive power of the model, we will use the Q^2 coefficient of Stone-Geiseser (Stone 1974,; Geisser 1975). The more the value of this indicator deviates from 0, the more the predictive reliability of the estimates of the construct is assured. The value obtained from Q^2 according to the Blindfolding procedure is 0.177, which indicates that our model has a high predictive power, according to (Tenenhaus 1998).

To test our hypothesis, we followed the recommendations of Chin, Peterson and Brown, (2008) using the bootstrap procedure with 500 subsamples. This allowed us to calculate the value of T and P, for all the structural coefficients (path coefficient). In this sense, the validation or rejection of a hypothesis will depend on the value and the significance of the T value of student. A structural coefficient (path coefficient) is considered significant if the student's T value is greater than 1.64 (p <5%).

Table 6: The results of hypothesis tests

No.	Hypothesis	Path β	T-value	P-value	Decision
H1	Empowerment → individual performance	0.032	1,193	0.234	Rejected
H2	Reward → individual performance	0.038	0.290	0.145	Rejected
H3	Training → individual performance	0.961	39.781	0.000	Accepted

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THE INFLUENCE OF HIGH-PERFORMANCE WORK SYSTEM (HPWS) ON THE INDIVIDUAL PERFORMANCE OF BONDARY SPANNERS WITHIN TRADED COMPANIES IN MOROCC0

From the following table we can notice that for the hypothesis H1 which indicates that empowerment positively influences individual performance has been rejected. To this end, the statistical results obtained tell us about this. This is the case of the value of Student's T which has a value of 0.234 which is less than 1.64 and the value of P-value which is greater than 5%. So, we can argue that empowerment has no influence on the performance of bondary spanners working in traded companies.

Also, the hypothesis H2 indicating that the reward positively influences the individual performance of the bondary spanners is not validated. To this end, the statistical results obtained tell us about this. This is the case of the value of Student's T which has a value of 0.145 and the value of the structural link which is 0.038 as well as the value of P-value which is greater than 5%. So, we can confirm that the reward of the bondary spanners has no influence on their performance.

On the other hand, the hypothesis H3 stipulating that training influences individual performance has been validated. To this end, the statistical results obtained tell us about this. This is the case with the value of Student's T which has a value of 37,981 and the value of the structural link which is 0.961 as well as the value of P-value which is less than 5%. So, we can confirm that training positively influences the performance of bondary spanners in traded companies.

ISSN : 2665-7414, e-ISSN : 2665-7341

THE INFLUENCE OF HIGH-PERFORMANCE WORK SYSTEM (HPWS) ON THE INDIVIDUAL PERFORMANCE OF BONDARY SPANNERS WITHIN TRADED COMPANIES IN MOROCC0

4. CONCLUSION

The objective of this article is to highlight the influence of "high-performance work systems (HPWS)" on the individual performance of the bondary spanners, and more particularly, the role of the three dimensions of HPWS on the performance of employees working within traded companies. We focused on bondary spanners category because they are real orchestra when it comes to managing the relationship with stakeholders and more particularly with clients and suppliers, therefore any strategy or practice that aims to develop their skills will generate that positive effects at all levels.

Based on the existing literature, we have developed a conceptual framework that schematizes the relationships that exist between the variables of our model. The aim was to test empirically on a sample of 76 employees who occupy a position of responsibility and who have a direct relationship either with suppliers or with clients. Also, we wanted to validate our conceptual model and consequently have results and contributions while taking into account the limits encountered and the perspectives of our research.

Theoretically, our added value is felt in the fact that there has been no researches on the concept of "high-performance work systems (hpws)" which has targeted the North African continent and more specifically Morocco.

Moreover, all the work done in this sens has treated the concept of "high-performance work systems (hpws)" as a first-order variable, but for us, we have tried to treat it as a second-order variable.The aim was to decompose this variable into three sub-variables in order to find out which of these variables generates performance in the bondary spanners. Also, we were interested in the very particular segment of people "Bondary spanners" in traded companies, a field that is rarely studied.

On the methodological level, we have translated and adapted measurement scales which were developed in a foreign context and which have never been the subject of an empirical test in the Moroccan context. These scales have been the subject of a purification operation, in order to ensure their reliability, which subsequently makes them conform to the context of our study, therefore they can be used in the future for similar studies.

THE INFLUENCE OF HIGH-PERFORMANCE WORK SYSTEM (HPWS) ON THE INDIVIDUAL PERFORMANCE OF BONDARY SPANNERS WITHIN TRADED COMPANIES IN MOROCC0

On the managerial level, we can formulate some implications for the directors of traded companies. It is a question of better assimilating and understanding the role of the system of high-performance work system and considering it as a strategic lever.

Thus, attention must be paid to the design of the high-performance wok system in order to generate better individual performance among employees and also encourage them to engage in versatile behavior which is a source of individual and organizational performance.

It would therefore be important to ensure that other variables are included in the remuneration policy. For example, promoting trust in the organization, establishing an ethical climate within the company, developing an equitable compensation policy, so that rewards are capable of generating better performance among bondary spanners.

Also, decision-makers are expected to give more freedom and flexibility to bondary spanners, while giving them a sense of security and trust, even in the case of a mistake. As a result, the bondary spanners will be more willing to deliver better work quality.

Also, it would be important to establish rewards that recognize the positive behavior of employees. These will also attract qualified and competent individuals who will demonstrate greater flexibility.

In order to further support the individual performance of employees, the reward should be supported by practices such as training and empowerement. The goal is to use a high-performance wok system that will be the source of the benefit and not to rely on independent HR practices.

Also, human resources managers should communicate effectively with employees by highlighting the efforts developed by the company through high performance HR practices to anticipate market developments, support and reward employees. This transparency would improve employees' perceptions of distributive justice and motivate them to perform.

In this way, the employees targeted by the HR policy will be better able to acquire, share and exploit knowledge. Companies will be able to respond faster and more effectively to changes in their competitors' markets

THE INFLUENCE OF HIGH-PERFORMANCE WORK SYSTEM (HPWS) ON THE INDIVIDUAL PERFORMANCE OF BONDARY SPANNERS WITHIN TRADED COMPANIES IN MOROCC0

Thus, we emphasize that the mobilization of the high-performance HR system could represent an effective strategy in order to have a better client-supplier relationship. Because it guarantees performance in a changing environment

In another sense, it should be stressed that our model is not complete, we could have integrated other moderating variables such as gender to know is that the two genders respond in the same way with regard to the perception of High-performance work system.

At the same time, our sample covers a small, well-defined geographical area, which was a limitation for our research since we cannot generalise the results obtained over the whole of Morocco. So, it will be relevant, in the future, to do the same work again, aiming at a larger sample, which will allow us, subsequently, to mobilize other statistical algorithms, such as LISREL to build our conceptual model.

Also, our model may be suitable in the future to a qualitative study of an exploratory nature in order to contextualize it and identify certain variables related to the Moroccan culture and facilitate employee performance.

In general, the research perspectives are rich, and the subject of "high-performance work systems (hpws)" in management science and more particularly in Morocco is still little explored, especially with regard to the positive impact of these managerial practices on the company's relationship with its stakeholders.

THE INFLUENCE OF HIGH-PERFORMANCE WORK SYSTEM (HPWS) ON THE INDIVIDUAL PERFORMANCE OF BONDARY SPANNERS WITHIN TRADED COMPANIES IN MOROCC0

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