



**The relationship between high performance work systems  
and employee career adaptability: The mediating role of  
creative self–efficacy  
Applied study on Damietta banks’ employees**

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**The relationship between high performance work systems and  
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**Abstract:**

This study aims to investigate the direct and indirect effect of high-performance work systems and career adaptability through the mediating role of creative self-efficacy in Damietta banks' employees. A questionnaire was used to collect data from 257 banks' employees. Structural equation modeling was employed to show the causal relationships between study variables. The findings of the current study revealed that high performance work systems have a significant direct positive effect on creative self-efficacy. Moreover, creative self-efficacy has a significant direct effect on career adaptability. Additionally, the findings also showed that high performance work systems have a significant direct positive effect on career adaptability. Finally, the results revealed that creative self-efficacy mediates the relationship between high performance work systems and career adaptability.

**Keywords:** (high performance work systems, creative self-efficacy, career adaptability, Bank Employees).

### **1-Introduction**

Considering human resource management one of the most considerable managerial functions (Wattoo et al., 2020) and on the way to improve organizations efficiency and performance, the importance of human resource management researches increased, which led to the emergence of the concept of high-performance work systems that have evolved since the 1970s (Zafar et al.,2020). Recently, the term high performance work systems have been highlighted by the researchers in studies that concerned about the practices that have to be adopted by organizations to enhance employee's performance (Voulgaraki, 2021), aiming to create value for organizations through creating value for their employees, enhancing organizational productivity and reducing costs (Zafar et al., 2020). Hence, the need to understand the 'how' of high-performance work systems and not only the 'what' and 'why' have mentioned lately (Voulgaraki, 2021). Now, the terminology of high-performance work systems is common in various fields including the industrial field, the academic field, organizational behavior, employment relations and operations management (Zafar et al.,2020).

High performance work systems might be positively related to creative self-efficacy. Considering employees' creativity, a key source of organization's success (Hamid et al., 2020), makes creating creative conditions challenging for managers (Tang et al., 2020). According to Hamid et al. (2020) there a relationship between employee's creative self-efficacy and creativity at work place. Moreover, efforts by employees to identify problems and generating alternatives to solve them, increases the likely of producing novel and useful solutions.

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In recent years, learning of adapting to the changing world becomes one of the most important factors for success (Chen, Fang, Liu, Pang, Wen, Chen and Gu, 2020). likewise, the need of being willing to cope with changes and to learn facing novel vocational tasks increased (Kirchknopf, 2020). Career adaptability refers to individual's charge of being concern, control, curious and confident while handling career tasks (Ng, Lim, Cheah, Ho, and Tee, 2020), therefore the concept of career adaptability gradually attracted the attention of researchers (Chen et al., 2020).

By reviewing the previous studies, some studies examined the influence of the strong self-beliefs on employee's performance such as the study of Gist and Mitchell (1992). Furthermore, some scholars have found that creative behavior of employees is considered the strongest driver of organizations' success, performance and survival (Anderson, potoenik, and Zhou, 2014; Hunder, Bedell and Mumford, 2007). More interestingly, the researchers argued that no prior studies have examined the direct and indirect effect of high-performance work systems on career adaptability through creative self-efficacy.

Hence, the questions that arise in this study are the following:

- 1- What is the effect of high-performance work systems on creative self-efficacy?
- 2- What is the effect of creative self-efficacy on career adaptability?
- 3- What is the effect of high-performance work systems on career adaptability?
- 4- What is the indirect effect of high-performance work systems on career adaptability through creative self-efficacy?

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Therefore, the present research attempts to answer these questions by investigating:

- 1- The direct effect of high-performance work systems on creative self-efficacy.
- 2- The direct effect of creative self-efficacy on career adaptability.
- 3- The direct effect of high-performance work systems on career adaptability.
- 4- The indirect effect of high-performance work systems on career adaptability by mediating of creative self-efficacy.

## **2. literature Review:**

### **2.1) High performance work systems:**

In the rapidly changing environment, the importance of strategic human resource management increased by considering employees a key source of firm's competitive advantage (Prieto and Santana 2012; Sun et al.,2007). According to Rabl et al. (2014) high performance work systems refer to the bundle of human resource practices which enhance the organizational performance by increasing employees' ability, motivation and opportunity to contribute (AMO). Moreover, Pak and Kim (2016) defined high performance work systems as a set of HR practices aimed at enhancing staff skills, commitment and productivity there by transferring human capital into a source of sustainable competitive advantage.High performance work systems is interchangeably labeled as high performance HR practices (Sun et al., 2007); high commitment work practices (Iverson & Zatzick, 2007); high involvement management or work systems (Lawlor, 1992;

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Guthrie, Spell and Nyamori,2002); high performance work environment (Weinberget et al., 2013).

Appelbaum et al. (2000) developed the ability, motivation and opportunity (AMO) model, that has been supported later by Boxall and Purcell (2003) who stated that high performance work systems encompassing AMO practices enhances employee performance and consequently, the performance of the entire organization. According to AMO Model high performance work systems have three dimensions which are ability enhancing, motivation enhancing, and opportunity enhancing practices (Fabi et al.2015; Jiang et al.,2012). Ability-enhancing practices means that organizations use recruitment and selection, training and development to enhance the employees' ability to do their work as expected and fulfill organizational goals (Guerci et al.,2015). Similarly, motivation-enhancing practices are the practices that enhance the workers' motivation in order to put extra effort when doing the job through rewards and performance management (Bello-pintado,2015). Meanwhile, according to Guerci et al. (,2015) opportunity enhancing practice means that organizations use employee involvement practices to increase the employees' opportunity to engage. Strategic human resource management researchers emphasized that a system or a bundle of HRM practices has a superior influence on firm performance more than isolated individual practices (Fu et al., 2017). High performance work systems are a set of practices which has a positive impact on the firm efficiency and flexibility (Evans & Davis, 2005), financial outcomes (Guthrie, 2001; Huselid, 1995), productivity (Guthrie, 2001), employee commitment (Youndt, snell, Dean, & Lepak, 1996), and retention (Richard& Johnson, 2001).

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## **2.2) Creative self-efficacy:**

Individual's self-efficacy for creativity is named as creative self-efficacy (Atabek, 2020). Creative self-efficacy is considered as an essential component for creativity (Bandura, 1997; Beghettg, 2006). According to Schack (1989) Individuals possessing of creative abilities is not enough, and in order to fully utilize from this creativity, individuals should have creative self-efficacy (Bandura, 1997, Beghetto, 2007).

Tierney and farmer (2002) were the first to link the two concepts self-efficacy and creativity into the term creative self-efficacy. Also, they were the first who used this term in the business field. The concept of creative self-efficacy is rooted in the social cognitive theory of Bandura (1977), which stated that individuals are affected by their judgments and expectations capabilities to perform specific tasks (Bandura, 1986, 1997). Tierney and Farmer (2002) defined creative self-efficacy as the belief one has to produce creative outcomes. Moreover, Abbott (2010) defined creative self-efficacy as a motivational state that is an individual's self-efficacy for expressing creativity and as an individual's belief in his or her own ability to do creative performance. The strong persistence stemming from creative self-efficacy motivates individuals to achieve their goals (Farmer& Tierney, 2017; Ivcevic & Nusbaum). Furthermore, organizations stimulate creativity in order to gain competitive advantage (Ernst & young, 2010). According to Byrge and Tang (2015) creative production increases when creative self-efficacy increases

## **2.3) career adaptability:**

As by the growing of economic, social and technological changes in the present labor market (Storey, 2000) and the diversity

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of career patterns individual's adaptive abilities become influencing their career development (Biemann, Zacher, & Feldman, 2012; Hirschi, Herrmann, & Keller, 2015; Raabe, Frese, & Beehr, 2007). Workers have to possess adaptive abilities in order to be able to cope with the complexity and flexibility of their jobs (e.g., Hall, 2002). Career adaptability helps workers to cope with the uncertainty and unpredictability of work demands, tasks and constraints (Hartung, Porfeli, Vondracek, 2008; Rossier, 2015). Career adaptability is an adaptive and resiliency resource that enables people to adapt and cope with career transitions and traumas in stressful environments and times (Hou et al., 2014; Koen et al., 2010; Mac Mahon et al., 2012; Nota et al., 2014; Rocha & Guimaraes, 2012; Yang, Guan, Lai, She & Lockwood, 2015). In addition, career adaptability means being willing, flexible and ready to tackle the unfamiliar and unpredictable, and to manage change (Tolentino et al., 2014). As well as, career adaptability is defined as psychosocial strengths that determine self-regulation in order to flexibly handle occupational challenges and difficulties (Hirschi et al., 2015; Savickas and Porfeli, 2012).

Moreover, career adaptability is vital to achieve effectiveness in the dynamic changing world of work and enabling individuals to adjust, to deal with, to manage, and to cope with an unpredictable and new changing work environment (Hou et al. 2012, Ottino; 2010; Rossier et al. ,2012; Zacher, 2014). Career adaptability is related to career exploration, career choice and work adjustment (Hartung & Cadaret, 2017). It is about having the skills and abilities which helps in responding better to the changing environment (Sharma et al, 2017). According to Lindsay (2013) career adaptability involves five attributes which are engaging, experimenting, exploring, self-belief and positive attitude. Career adaptability dimensions



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empower individuals to cope with the changing demands of the environment that requires adjusting of their behaviors (Sharma et al, 2017). Savickas and Porfeli (2012) stated that career adaptability resources are subdivided into the "four Cs" which are concern, control, curiosity and confidence.

### **3) Hypotheses Development:**

#### **3.1) High performance work systems and creative self-efficacy:**

Studies show that commitment-based practices including employee engagement, information sharing and incentive compensations stimulates employees' intrinsic motivation to be creative (Chang, Takeuchi, Cai, 2014). Creative self-efficacy can be enhanced through training (Alzoubi et al, 2016; Mathisen and Bronnick, 2009). Also, skills and knowledge of employees which can be enhanced through employee's developmental performance feedback and unified learning improvement those are required for increasing employees' creativity (Chang, Jia, Takeuchi and Cai, 2014). Moreover, organizations seek to develop various reward systems in order to reinforce the creative behavior of their employees (Edwards, 1989). Furthermore, training programs including the issue of self-efficacy have a positive impact on employees (Naquin and Holton, 2002). studies explained that there is a relationship between employees' self-efficacy and improving of their performance (zaki et al., 2019). Therefore, this study assumes that high performance work systems are positively related to creative self-efficacy. Thus, the study proposes the following hypothesis:

**H1: High performance work systems have a significant positive effect on creative self-efficacy.**

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### **3.2) Creative self-efficacy and career adaptability:**

Creative self-efficacy beliefs strengthen individual's persistence and enhances their coping skills which help them to face challenges (Tierney & farmer, 2002). Individuals with higher self-efficacy experience less stress and fear in dealing with work-related problems, are more successful in cognitive activities including problem solving and remembering and also have higher cognitive performance (Ozmentes, 2011). According to Bandura (1997) beliefs about self-efficacy have an effect on their resilience and perseverance in the face of adversity, the amount of depression and stress while facing difficulties, decision making and the amount of effort exert for self-aiding. Furthermore, employees with high self-efficacy are able to be more accountable for challenging consequences and they are more able to recover from setbacks (Watto, Zhao, and xi, 2020). Individual's readiness to cope with career transitions and unexpected adjustments in his job is related to the feelings of his own efficacy for career which reveal a positive relationship between career adaptability and self-efficacy in career planning (Argyroulou, Tsikoura and kaliris, 2017). Moreover, individuals with high level of self-efficacy are having more willingness to cope with pain, set challenging goals and persevere through feedback (Robinsn, 2010). Therefore, this study assumes that creative self-efficacy is positively related to career adaptability. Thus, the study proposes the following hypothesis:

**H2: Creative self-efficacy has a significant positive effect on career adaptability.**

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### **3.3) High performance work systems and career adaptability:**

High performance work systems enable employees to have greater participation and control at work (Subramong, 2009; Jiang et al., 2012). Employees' empowerment develops their skills and associate them in achieving their organizational goals through helping them to overcome obstacles with their intelligence (Kong et al., 2016). Offering rewards for employees, providing career opportunities, and guarantee of job security motivate employees to manage successfully their career demands (Karatepe and vatankhah, 2014). Supportive supervisors and family-friendly policies, enable employees to handle difficulties associated with their career (Karatepe and Wudag, 2008). According to Jiang et al. (2012) specific set of human resource management practices which are important to accomplish favorable outcomes including enhancing employee's resilience.

When employees have task-related knowledge, they feel more confident to solve problems from various perspectives (Liu, Zhou, and Ren, 2015). High performance work systems help employees to perform their work in different ways and to be more responsible for the consequences (Volmer, SPurk and Niessen , 2012). Training has a positive impact on the development of employees' skills which in turn helps them to gain confidence and to overcome obstacles (Ghebreorgis and Karsren, 2007). Moreover, training helps organizations to be more flexible and to have permanence adaptability which enhances organizations ability to cope with changes (Al-Khayyat and Elgamal , 1997). Training affects positively employee's confidence to perform tasks which reflected on their performance (Vlachos, 2008). Therefore, this study assumed that high performance work systems are positively related

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to career adaptability. Thus, the study proposes the following hypothesis:

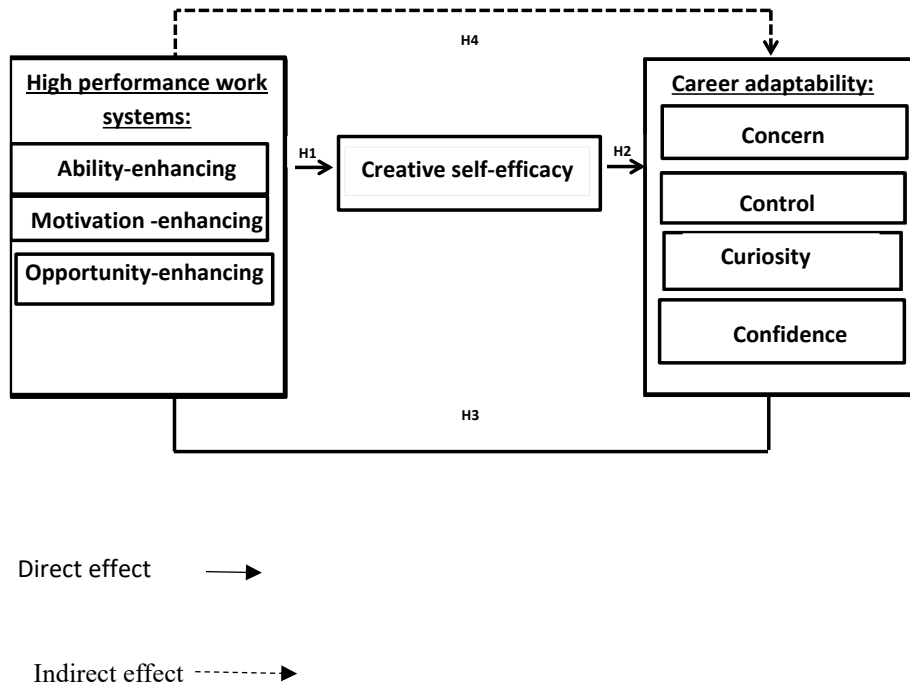
**H3: High performance work systems has a significant positive effect on career adaptability.**

**3.4) The Mediating role of creative self-efficacy:**

The study of Watto et al. (2020) stated that high performance work systems have a positive impact on employees' psychological capital including self-efficacy. Similarly, Hanham et al. (2014) stated that employees with high self-efficacy beliefs are more confident to perform their work-related tasks in better ways. Based on the above discussion of H1, H2, H3, this study proposes that creative self-efficacy represents an ideal mediator in the relationship between high performance work systems and career adaptability. This hypothesis is based on the assumption that the high-performance work systems enhance employees' creative self-efficacy and in turn creative self-efficacy increases employees' career adaptability. Thus, this study proposes the following hypothesis:

H4: High performance work systems have a significant indirect positive effect on career adaptability through creative self-efficacy. Depending on the previous hypotheses, the study developed the following conceptual framework figure (1):

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**Figure (1):**

Conceptual Framework

Prepared by the researchers according to the literature review.

#### **4) Research Method**

The study adopted the deductive approach, and the quantitative research method, the data collection instrument utilized in the study was the questionnaire, according to (Elbaz et al.,2020; Elbeltagi et al., 2013; Elsetouhi et al.,2015).

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#### 4.1) Population and sampling

The population of this study is banks' employees in Damietta. The researchers collected data through questionnaire, that was directed to 427 employees, the researchers collected 270 questionnaires with a response rate of 63.2%. 257 questionnaires were statistically valid and free of missing data.

**Table (1): Population Description (N= 257)**

Characteristics	Frequency	Percentage
<b>Gender</b>		
Male	196	76.3
Female	61	23.7
<b>Total</b>	<b>257</b>	<b>100.0</b>
<b>Age</b>		
< 30 years	82	31.9
30 < 40 years	67	26.1
40 < 50 years	59	23.0
50 < 60 years	49	19.1
<b>Total</b>	<b>257</b>	<b>100.0</b>
<b>Education</b>		
High institute or Faculty	212	82.5
Post graduate studies	45	17.5
<b>Total</b>	<b>257</b>	<b>100.0</b>
<b>Experience</b>		
years less than 5	74	28.8
5 less than 10 years	45	17.5
years <sup>o</sup> 10 less than 1	57	22.2
years or more <sup>\ o</sup>	81	31.5
<b>Total</b>	<b>257</b>	<b>100.0</b>
<b>Bank Type</b>		
Public	120	46.7
Private	137	53.3
<b>Total</b>	<b>257</b>	<b>100.0</b>

#### 4.2) Variables Measurement:

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High performance work systems dimensions are measured by the 16-item scale by Fu et al. (2017). Whilst the mediating variable which is creative self-efficacy is measured by a 6-item scale by Karwowski (2012). In addition, career adaptability four dimensions are measured by Savickas and Porfeli (2012), six items are used as indicators to each dimension.

#### **4.3) Data analysis:**

This study uses path analysis to test the research hypotheses through the structural equation Modeling (SEM) model using Wrap PLS 5

##### **4.3.1) Measurement model:**

This part aims to evaluate the instruments' quality (factor loadings, internal consistency and discriminant validity) (Fornell & Lacker, 1981; Elbeltagi et al., 2013). Individual reliability, construct reliability, convergent validity and discriminant validity are evaluated using a measurement model to realize the appropriate degree of internal consistency that the measures hold. This analysis is based on statistics from a reflective measurement model of (Ringle et al., 2012).

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Table (2): Loading, Cronbach's Alpha ( $\alpha$ ), Composite reliability (CR),  
Average Variance Extracted (AVE)

Dimensions and indicators	Loading	Cronbach's Alpha ( $\alpha$ )	Composite reliability (CR)	Average Variance Extracted (AVE)
Ability – Enhancing (AE)	0.770	0.853	0.592	
AE1	0.742			
AE2	0.781			
AE3	0,774			
AE4	0,781			
Motivation - Enhancing (ME)	0.782	0.859	0.605	
ME2	0,700			
ME3	0,823			
ME4	0,707			
ME7	0,779			
Opportunity - Enhancing (OE)	0.852	0.895	0.630	
OE1	0,764			
OE2	0,749			
OE3	0,792			
OE4	0,822			
OE5	0,828			
Creative Self-Efficacy (CSE)	0.869	0.906	0.659	
CSE2	0,747			
CSE3	0,791			
CSE4	0,802			
CSE5	0,889			
CSE6	0,771			
Concern (Conc)	0.858	0.894	0.586	
Conc1	0,706			
Conc2	0,723			



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Conc3	0,807			
Conc4	0,809			
Conc5	0,767			
Conc6	0,774			
Control (Cont)	0.753	0.844	0.576	
Cont2	0,700			
Cont3	0,798			
Cont4	0,811			
Cont5	0,716			
Curiosity (Curi)	0.869	0.902	0.606	
Curi1	0,742			
Curi2	0,841			
Curi3	0,800			
Curi4	0.803			
Curi5	0,798			
Curi6	0,720			
Confidence (Conf)	0.878	0.908	0.622	
Conf1	0,806			
Conf2	0,818			
Conf3	0,786			
Conf4	0,760			
Conf5	0,807			
Conf6	0,746			

Table (3) shows that the square root of the average variance extracted for each of the focal constructs is greater than the variance shared with the remaining constructs (Henseler et al.,2009), This is consistent with the study of Elsetouhi et al. (2018). Therefore, the measures endorsed in this study were valid and internally consistent.

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**Table (3)**

	<b>AE</b>	<b>ME</b>	<b>OE</b>	<b>CSE</b>	<b>Conc</b>	<b>Cont</b>	<b>Curi</b>	<b>Conf</b>
<b>AE</b>	(0.770)	0.599	0.447	0.188	0.299	0.253	0.205	0.308
<b>ME</b>	0.599	(0.778)	0.637	0.281	0.389	0.308	0.369	0.296
<b>OE</b>	0.447	0.637	(0.794)	0.304	0.325	0.251	0.306	0.205
<b>CSE</b>	0.188	0.281	0.304	(0.812)	0.597	0.631	0.667	0.631
<b>Conc</b>	0.299	0.389	0.325	0.597	(0.765)	0.634	0.698	0.622
<b>Cont</b>	0.253	0.308	0.251	0.631	0.634	(0.759)	0.664	0.656
<b>Curi</b>	0.205	0.369	0.306	0.667	0.698	0.664	(0.779)	0.762
<b>Conf</b>	0.308	0.296	0.205	0.631	0.622	0.656	0.762	(0.789)
<b>AVE's Square roots are shown in diagonal. P value &lt; 0.001.</b>								

**Correlation Matrix with Square Roots of AVE**

**4.2) Structural model and hypothesis testing**

Structural model is often used to discourse the causal relationships between the research variables. Structural model is also used to evaluate the theoretical model (Byrne, 2010). Three subsequent measures were employed to estimate the comprehensive fit of the model fit indices, namely Average Path Coefficient (APC), Average R-squared (ARS), and Average Variance Inflation Factor (AVIF). According to Kock (2013), APC and ARS are considered to be significant if P-value is less than 0.05, whereas the value of AVIF must be less than 5. Table (4) presents these measures which approve an acceptable degree of appropriateness for the model.

Table (4) summarizes Path coefficients and significant levels. Furthermore, effect sizes ( $f^2$ ) were used to measure the degree of impact of independent latent variable on the dependent variable. The following formula was employed to compute the effect size.

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$$f^2 = (R^2 \text{ included} - R^2 \text{ excluded}) / (1 - R^2 \text{ included})$$

According to Cohen (1988), the values of effect sizes might be 0.02, 0.15, and 0.35 which indicates that, respectively, the predictor latent variable's effect on an endogenous variable is small, medium, or large.

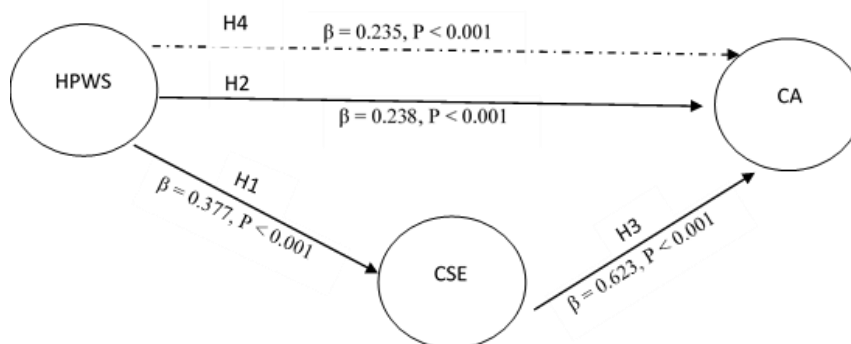
**Table (4):  
The Path Coefficients**

H	Independent Variables	Mediator Variable	Dependent Variable	Path Coefficients	Effect size	Results	Mediation Type
<b>Direct Effect</b>							
H <sub>1</sub>	HPWS		CSE	0.377 (<0.001)	0.142	Supported	
H <sub>2</sub>	CSE		CA	0.623 (<0.001)	0.445	Supported	
H <sub>3</sub>	HPWS		CA	0.238 (<0.001)	0.113	Supported	
<b>Indirect Effects</b>							
H <sub>4</sub>	HPWS	CSE	CA	0.235 (<0.001)	0.112	Supported	Partial Mediation
R-squared coefficients = 0.559							
Adjusted R-squared coefficients = 0.555							

According to Table (4), HPWS has a significant direct positive impact on CSE ( $\beta = 0.377$ ,  $P < 0.001$ ), and its effect size was ( $f^2 = 0.142$ ). Therefore, H<sub>1</sub> was accepted. Additionally, a significant positive direct effect existed between CSE and CA ( $\beta = 0.623$ ,  $P < 0.001$ ), and its effect size was ( $f^2 = 0.445$ ). Thus, H<sub>2</sub> was accepted. Furthermore, the results

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revealed that HPWS significantly affects CA ( $\beta = 0.238, P < 0.001$ ), and its effect size was ( $f^2 = 0.113$ ). Thus, H3 was accepted. Also, Table (4-7) shows the results of testing the mediating variable. The results showed that CSE partially mediated the relationship between HPWS and CA ( $\beta = 0.235, P < 0.001$ ), and its effect size was ( $f^2 = 0.112$ ). So, H4 was accepted. Finally, the coefficient of determination ( $R^2$ ) value for CA was substantial ( $R^2 = 0.559$ ), indicating that 50 % of the variance in CA was explained by HPWS and CSE, while the other 40% was explained by other factors not included in the research model. Figure 2 summarized the above results.



**Figure (2) Path Analysis**

## **5) Discussion**

This study investigated the direct association between high performance work systems and employee career adaptability using creative self-efficacy as a mediator. The study's showed that high performance work systems is significantly and positively related to creative self-efficacy. The current study found that banks that hire the one who looks more likely succeed in the jobs and have the qualifications that enable him to achieve the organization goals, then offering the appropriate training programs reinforce their employee's creative self-efficacy beliefs

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and make them trust their creative abilities which appear on employees' level of creativity via the generation of useful ideas and new products. This consistent with the study of Jyoti and Dev (2016) who point out the importance of organizing continuous extensive training programs that fosters employees' competences to produce new products. Moreover, the current study argued that banks that offers compensations for their employees in different forms including cash and non-cash incentives based on their performance appraisal reflected positively on employees' abilities to handle problems requiring creative thinking. This consistent with the study of Jyoti and Dev (2016) who found that it is necessary for the management to ensure that employees who exert efforts to solve customers' problems obtain the appropriate remunerations. Furthermore, The current study points out that banks that offer formal information sharing programs, enable their employees to participate in decision making and allow them to offer suggestions and complaints about their work make their employees have high creative self-efficacy beliefs .This consistent with the study of Jyoti and Dev (2016) who stated that management that empower their employees through giving them the chance to have the responsibility and authority to handle their work issues are more able to deal with work problems quickly and to handle customer requests better.

As well as, the study concluded that creative self-efficacy has a significant direct positive influence on career adaptability. High creative self-efficacy beliefs that affect employees' judgments and expectations of their abilities to do their work tasks positively enhances employees' coping skills and persistence to deal with the un predictable changes in the world of work. The current study found that banks that enable their employees to solve even complicated problems , proved them support that fosters their trust in their abilities , let them use their imagination and creativity and also give them free hand while handling difficult situation, affect positively their employees' career adaptabilities via encouraging them to

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be concerned about their future through helping them in planning, preparation and realization of their choices in order to achieve their goals. Similarly, banks stimulate their employees through giving them the opportunity to take charge of their actions. Likewise, banks management motivates employees to be curious about capturing new opportunities which affects positively their career development. In addition, banks keen on strengthens their employees' confidence through letting them handle their work tasks. This conclusion is consistent with the study conducted by Robinsn (2010) who highlighted those employees with high level of self-efficacy concern about setting higher goals and are more able to cope with pain.

In addition, the study concluded that high performance work systems have a significant direct positive effect on employees' career adaptability. This study found that banks that uses selection techniques and offers their employees training programs are preparing their employees for the future, allow them to have control and the ability to count on themselves, make them curious for exploring what is new and have the confidence to learn new skills. This conclusion is consistent with the study of Safavi and Karatepe (2018) who found that selection of employees through procedures and criteria make employees realize that their organizations preparing them for the future and providing them opportunity to learn new skills. Moreover, Banks that empower their employees through giving them authority and responsibilities to handle their career tasks fosters their employees career adaptability through making them more concerned about their career, giving them the chance to make decisions by themselves and take responsibility for their actions, making them more curious about new opportunities and be more confident to overcome obstacles. This conclusion is consistent with the study of Karatepe et al. (2014) who stated that empowering of employees have a positive influence on their way of

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thinking which in turn affects positively their way of dealing with work issues.

Likewise, the study concerning the mediating effect of creative self-efficacy in the relationship between high performance work systems and career adaptability reveal that creative self-efficacy mediate the linkage between high performance work systems and career adaptability. This result is consistent with the study of Jyoti and Dev (2016) who concluded that self-efficacy mediates the relationship between high performance work systems and employees' level of learning that using of these HR practices have a positive influence on employees' skills, encourage them to contribute in decision making and motivate them to do more effort which in turn enable employees to cope with the dynamic world of work and make them more able to handle different career tasks and changes.

### **5.1) theoretical and practical implications**

The study contributes to the body of knowledge of the existing literature of high-performance work systems, creative self-efficacy and career adaptability. It is the first that examined these three research variables in the context of developing countries. Firstly, the current study is the first study that examined the influence of high-performance work systems on employee's creative self-efficacy. The study concluded that implementing high performance work systems practices within organizations affects positively employee's creative self-efficacy through the HR practices that strengthen their beliefs about their selves and motivate them to have better performance and achieve their career goals. Secondly, the current study is the first that investigate the impact of creative self-efficacy on career adaptability, it out lined that those employees with high creative self-efficacy beliefs are more able to adapt to their career challenges, as well as they have more coping skills and experience less stress in dealing with their work-related problems. Thirdly,

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the study contributes to the body of knowledge of understanding the impact of implementing high performance work systems on employee career adaptability. The results showed that high performance work systems practices have a positive influence on employees' career adaptability through developing their abilities and skills via HR practices that enable them to handle different career tasks and changes. Finally, the current study investigates both the direct and indirect impact of high-performance work systems on career adaptability through the mediating role of creative self-efficacy as it also the first study which examined these two types of relationships.

This study also provides significant practical implications that add value to banks HR managers. Firstly, the study suggested that banks can support their employee's performance and obtain competitive advantage through implementing high performance work systems practices. The study highlighted the importance of implementing bundles of HR practices rather using each practice individually which has a superior influence on organizations performance and cannot be generated by implementing the same practices in separate form. Due to the strong competition and the rapidly changing environment, organizations seek to obtain competitive advantages through their employees. The implementation of high-performance work systems results in favorable organization's outcomes including positive influence on employee commitment, productivity, and satisfaction which have a positive impact on the organization efficiency, financial outcomes, sales growth, service quality and overall performance. Therefore, organizations should implement high performance work systems practices through using employment tests before hiring their employees, making formal job analysis and identifying job requirements, offering them continuous training, making performance appraisals, offering fair remunerations and creating channels for communication and sharing information.



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Furthermore, the current study suggested that HR managers should stimulate creativity within organizations as the creative performance is linked to creative self-efficacy beliefs of employees. Creative self-efficacy has a positive influence on employees' persistence and determines if employees are able to perform tasks or avoid it as well as it helps employees to generate creative outcomes and set higher goals. So, organizations have to provide supportive work environment that fosters their employee's creative self-efficacy beliefs through encouraging their employees to trust their creative abilities, deal with problems requiring creative thinking, and handling difficult situations.

Likewise, the study provides practical implications to organizations that interested in increasing their employees career adaptabilities. Career adaptability becomes a significant issue due to the economic, technological and social changes in the world of work and the diversity of career patterns. Employees should possess adaptive abilities in order to deal with the complexity of different jobs related tasks, cope with the rapidly changing work environment and handling their career issues. Therefore, organizations could enhance their employees career adaptabilities through encouraging their employees to be concerned about their future, plan to achieve their career goals, and to be aware of the career choices they make. Similarly, organizations have to stimulate their employees to make decisions by themselves, take responsibility for their actions and to be persistent. Moreover, they have to motivate their employees to be curious about new opportunities and investigate options before making choices. As well as, organizations should enhance their employee's confidence of their abilities to solve problems, overcoming obstacles, learning new skills and developing their abilities.

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**5.2) Limitations and future Research:**

Although the current study has presented useful theoretical and practical implications, it also has some limitations that should be taken in consideration.

First, the current study used a questionnaire while testing the research hypotheses which provides cross-sectional data, which in turn resulted in not giving any indications about the changes in the research variables overtime. Therefore, future studies can benefit from longitudinal study to observe the changes of the influencing of applying high performance work systems practices on employee's career adaptability and creative self-efficacy over time.

Second, the current study used a sample from Damietta banks employees only, due to the time and cost constraints. Therefore, the study suggested that future researches can depend on larger sample size.

Finally, the study uses a sample from banks in Egypt (developing country). Therefore, future studies may depend on banks in developed countries and compare the results with the current study.

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**العلاقة بين نظم العمل عالية الأداء والقدرة على التكيف المهني: الدور  
الوسيط للكفاءة الذاتية الإبداعية بالتطبيق على موظفي البنوك بمدينة دمياط  
د. عبد العزيز علي حسن؛ د. أحمد محمد السطوحى، أ. دارين عماد زغدان  
ملخص البحث:**

يهدف هذا البحث إلى دراسة العلاقة بين أنظمه العمل عالية الأداء والقدرة على التكيف المهني للموظف من خلال الدور الوسيط للكفاءة الذاتية الإبداعية بالتطبيق على موظفي البنوك بمدينة دمياط. تم استخدام الاستبيان لجمع البيانات من ٢٥٧ موظف ببنوك دمياط. أظهرت نتائج البحث أن أنظمه العمل عالية الأداء لها تأثير إيجابي مباشر على الكفاءة الذاتية الإبداعية، الكفاءة الذاتية الإبداعية لها تأثير إيجابي مباشر على القدرة على التكيف المهني للموظف، أنظمه العمل عالية الأداء لها تأثير إيجابي مباشر على القدرة على التكيف المهني للموظف، بالإضافة إلى وجود تأثير إيجابي غير مباشر لأنظمه العمل عالية الأداء والقدرة على التكيف المهني للموظف من خلال الدور الوسيط للكفاءة الذاتية الإبداعية.  
الكلمات الرئيسية: نظم العمل عالية الأداء، القدرة على التكيف المهني، الكفاءة الذاتية الإبداعية